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C-2, INSCOM Regulation 10-2

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
Arlington Hall Station  
Arlington, Virginia 22212

Change  
No. 2

1 April 1982

Organization and Functions  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND

1. INSCOM Regulation 10-2, 4 August 1981, is changed as follows:

Remove pages

i and ii  
1-7 and 1-8  
5-3 and 5-4  
5-9 and 5-9a  
6-5 and 6-6

Insert pages

i and ii  
1-7 and 1-8  
5-3 and 5-4  
5-9 and 5-9a  
6-5 and 6-6

2. This change reflects the establishment of the Senior Reserve Component Advisor as part of the Office of the Chief of Staff; modification of DCSOPS functions pertaining to reserve component activities; and deletion of the DCSFM function pertaining to reserve component activities.

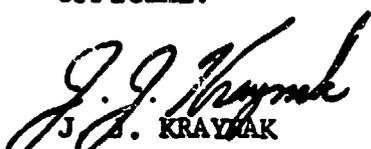
3. This transmittal sheet should be filed in front of the basic publication for reference purposes.

(IARM-M-FM)

FOR THE COMMANDER:

OFFICIAL:

JAMES W. SHUFELT  
Colonel, GS  
Chief of Staff

  
J. S. KRAYNAK  
Administrative Officer

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REPRINTED TO INCLUDE CHANGES 1 & 2

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C-1, INSCOM Regulation 10-2

DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
Arlington Hall Station  
Arlington, Virginia 22212

Change  
No. 1

1 March 1982

Organization and Functions  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND

1. INSCOM Regulation 10-2, 4 August 1981, is changed as follows:

Remove pages

Insert pages

5-11 and 5-12

5-11 and 12

2. This change modifies the General Responsibilities and Relationships statements of the Assistant Deputy Chief of Staff, Operations, Operations Security (ADCSOPS-OPSEC) by removing USASSG from the operation control of ADCSOPS-OPSEC.

3. This transmittal sheet should be filed in front of the basic publication for reference purposes.

(IARM-M-FM)

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UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND  
Arlington Hall Station  
Arlington, Virginia 22212

INSCOM Regulation  
No. 10-2

4 August 1981

Organization and Functions (U)  
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND

This regulation reflects the approved organizational structure of the HQ, U.S. Army Intelligence and Security Command (INSCOM) and assigns responsibilities and functions to heads of staff elements.

		<u>Page</u>
	Organization Chart . . . . .	1-1
CHAPTER	1. COMMANDER . . . . .	1-3
	Deputy Commander for Intelligence . . . . .	1-4
	Deputy Commander for Support . . . . .	1-4
	Command Sergeant Major . . . . .	1-5
Section	I. Chief of Staff . . . . .	1-6
	Deputy Chief of Staff . . . . .	1-7
	Assistant Chief of Staff . . . . .	1-8
	<u>Special Assistant to the Chief of Staff . . . . .</u>	<u>1-8</u>
	Senior Reserve Component Advisor . . . . .	1-8
	II. Secretary of the General Staff . . . . .	1-9
	III. Inspector General . . . . .	1-11
	IV. Staff Judge Advocate . . . . .	1-13
	V. Command Chaplain . . . . .	1-15
	VI. Command Psychologist . . . . .	1-17
	VII. Scientific and Cryptologic Affairs Advisor . . . . .	1-19
	VIII. Special Disputing Agent . . . . .	1-21
	IX. Mission Analysis Office . . . . .	1-23
	X. Public Affairs Officer . . . . .	1-25
	XI. Equal Employment Opportunity Office . . . . .	1-27
	XII. Liaison Officers . . . . .	1-29
CHAPTER	2. DCS, PERSONNEL . . . . .	2-3
CHAPTER	3. DCS, LOGISTICS . . . . .	3-3
CHAPTER	4. DCS, RESOURCE MANAGEMENT . . . . .	4-3
CHAPTER	5. DCS, OPERATIONS . . . . .	5-3
Section	I. ADCSOPS Operations Security . . . . .	5-11
	II. ADCSOPS Human Intelligence . . . . .	5-21
	III. ADCSOPS Signal Intelligence, Electronic Warfare . . . . .	5-27
	IV. ADCSOPS Imagery Intelligence . . . . .	5-35

\*This regulation supersedes INSCOM Regulation 10-2, 29 March 1979.

~~SECURITY NOTE: Complete chapters herein which are not classified, have been marked UNCLASSIFIED and have not been portion marked. Chapters containing classified information have pages marked according to content and are portion marked.~~

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REVIEW ON: 4 August 2011

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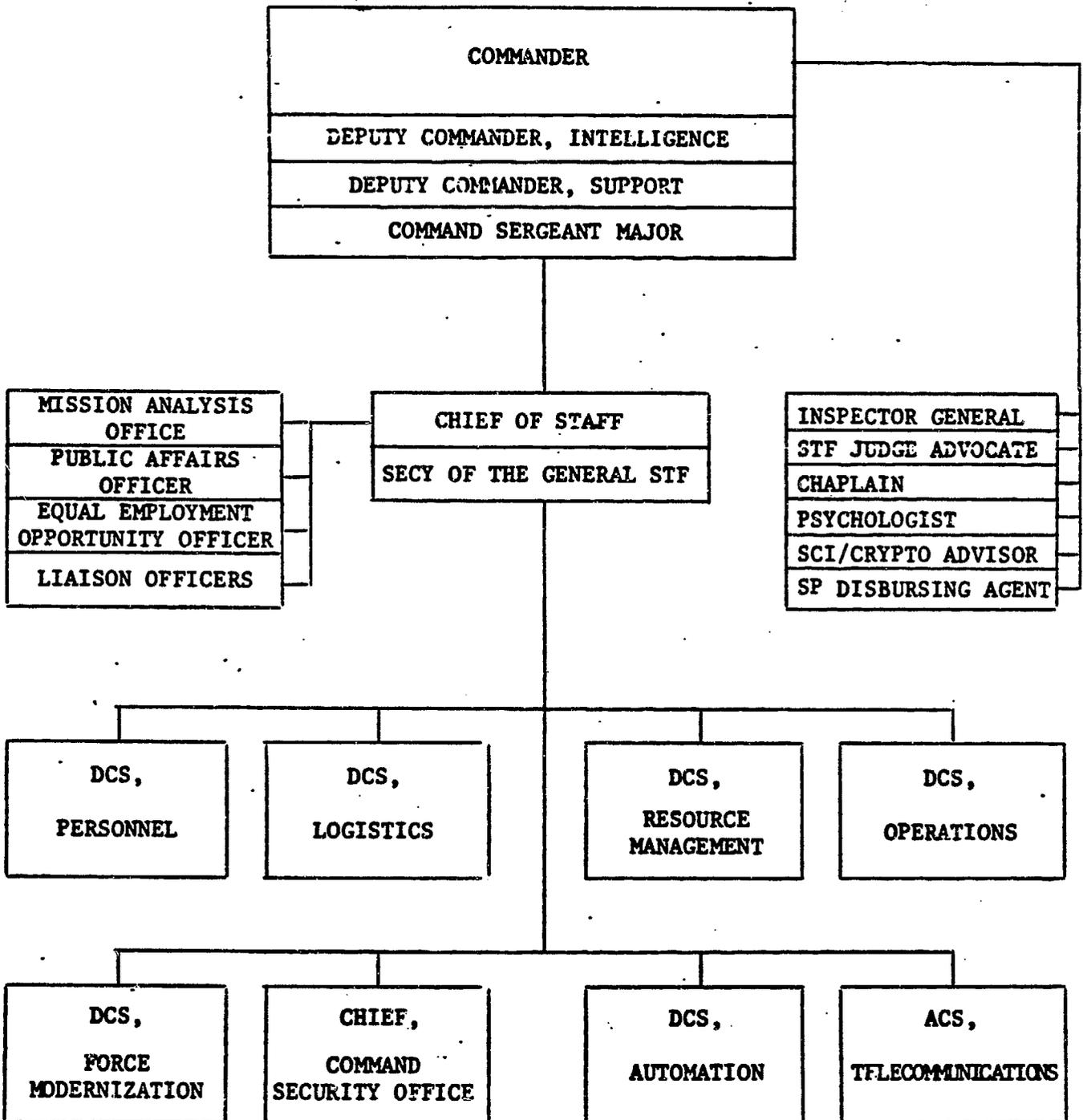
		<u>Page</u>
CHAPTER	6. DCS, FORCE MODERNIZATION . . . . .	6-3
CHAPTER	7. CHIEF, COMMAND SECURITY OFFICE . . . . .	7-3
CHAPTER	8. DCS, AUTOMATION . . . . .	8-3
CHAPTER	9. ACS, TELECOMMUNICATIONS . . . . .	9-3

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

## HEADQUARTERS UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND



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4 August 1981

INSCOM Reg 10-2

**CHAPTER 1 -**

**COMMANDER**

1-1

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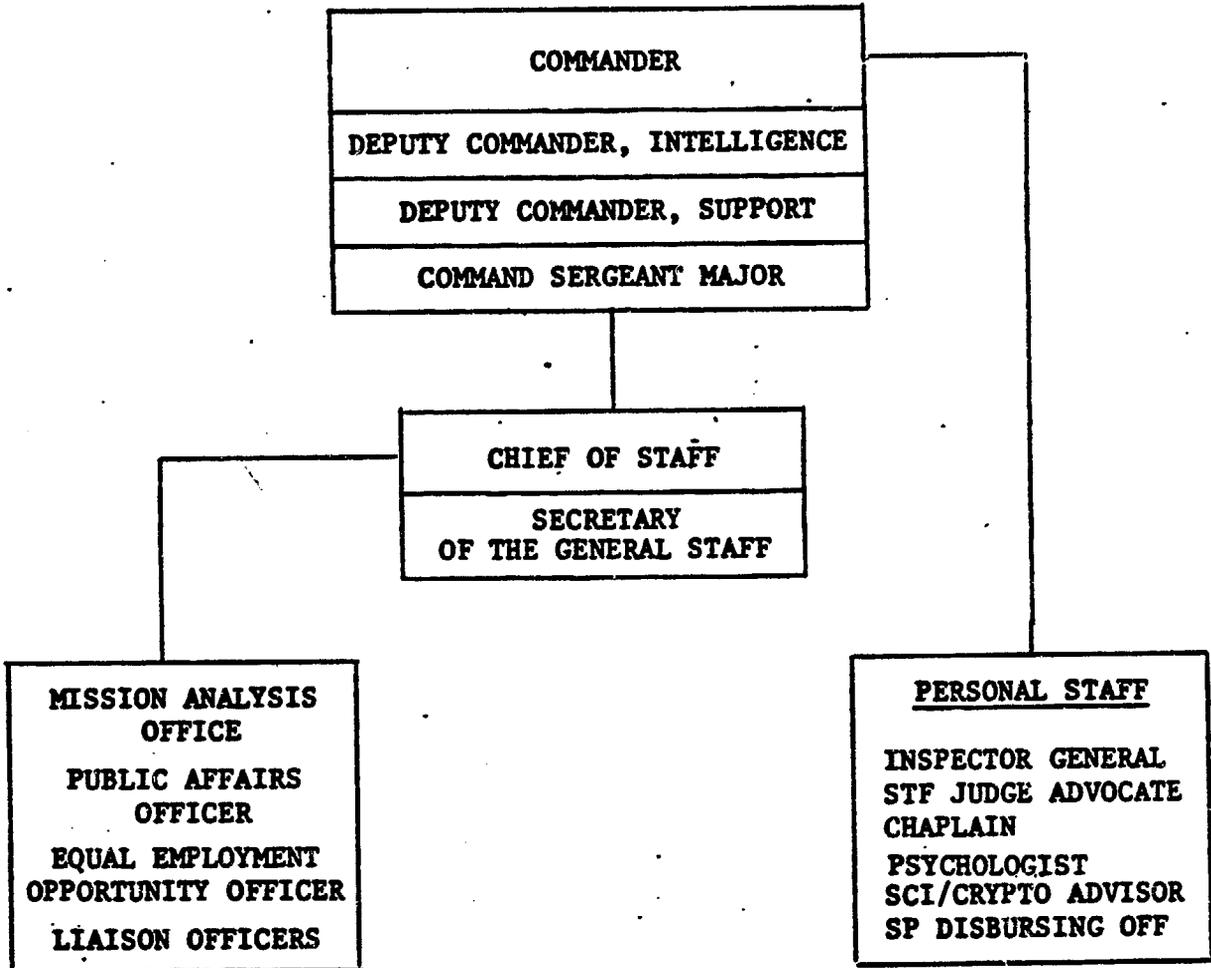
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INSCOM Reg 10-2

4 August 1981

COMMANDER

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND



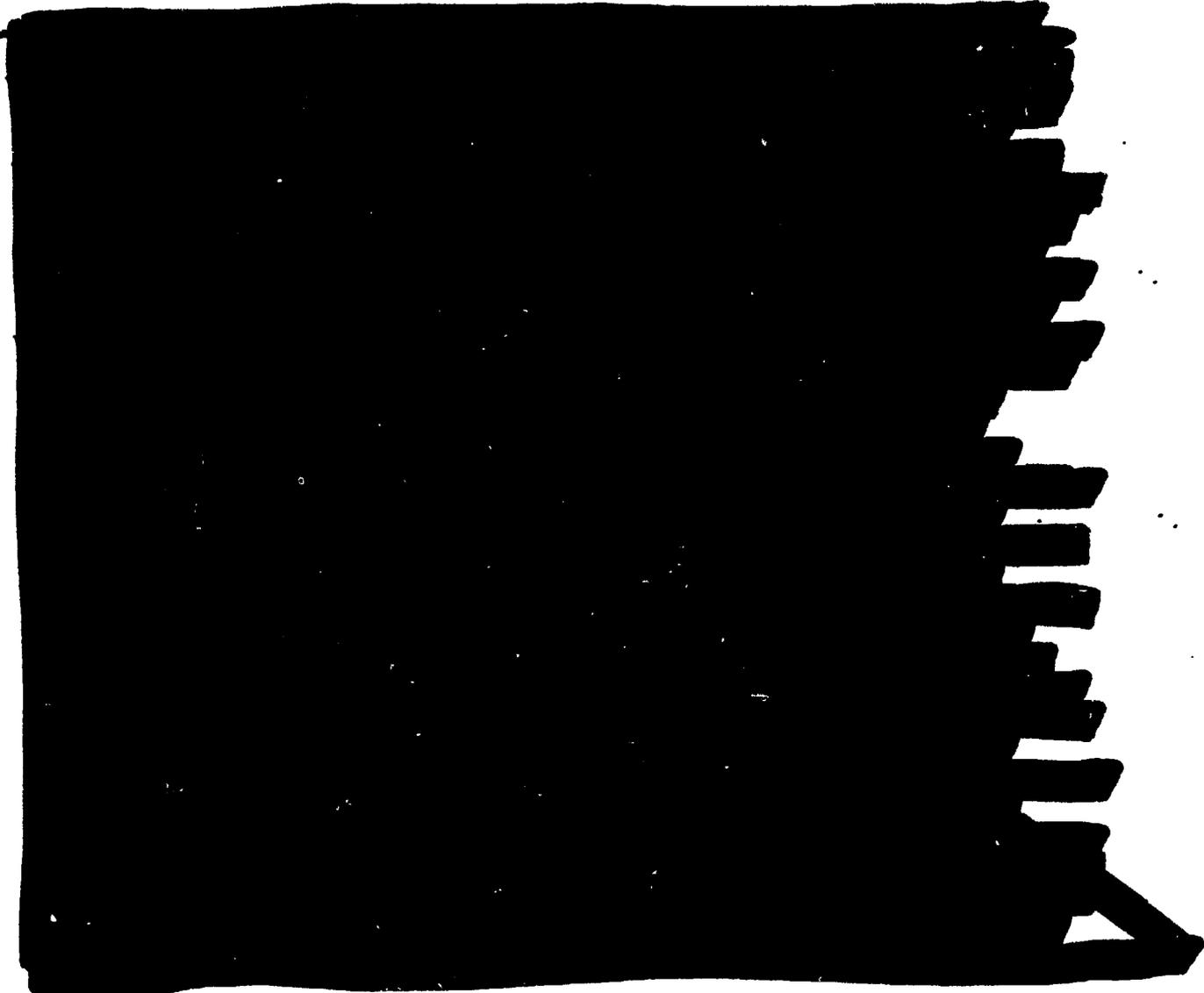
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4 August 1981

INSCOM Reg 10-2

CHAPTER 1  
COMMANDER (U)

1-1. (U) MISSION:



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INSCOM Reg 10-2

4 August 1981

1-2. (U) RESPONSIBILITY:

a. (U) Commander

(U) The Commander, U.S. Army Intelligence and Security Command (INSCOM), is responsible to the Chief of Staff, U.S. Army, for accomplishment of the missions and functions prescribed by AR 10-53 and is concurrently responsible to the Chief, Central Security Service, for all SIGINT activities for which National Security Agency/Central Security Service (NSA/CSS) are responsible.

b. (U) Deputy Commander for Intelligence

(U) The Deputy Commander for Intelligence assists the commander in the management of all intelligence operations of INSCOM to include electronic warfare (EW) in its offensive role (electronic warfare support measures and electronic countermeasures).

c. (U) Deputy Commander for Support

(U) The Deputy Commander for Support assists the commander in the management of all support operations of INSCOM to include the review and execution of all tasked and delegated support operations and the determination of future INSCOM support requirements.

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4 August 1981

INSCOM Reg 10-2

## COMMAND SERGEANT MAJOR

### 1-3. GENERAL RESPONSIBILITIES:

Serves as a personal advisor and principal enlisted assistant to the Commander, INSCOM, on those matters pertaining primarily to enlisted personnel, including but not limited to morale, welfare, customs, and courtesies of the service; enlistment and reenlistment, discipline, and promotion policies.

### 1-4. RELATIONSHIPS:

The Command Sergeant Major is responsible to the Commander, INSCOM, for performance of all assigned functions.

### 1-5. SPECIFIC FUNCTIONS:

#### Command Sergeant Major

- (1) Serves as a point of contact for other services, civilian organizations, and Sergeants Major of subordinate commands on matters pertaining to the activities, problems, services, and obligations of INSCOM enlisted personnel.
- (2) Represents the enlisted personnel of INSCOM at ceremonies and official and semiofficial social activities as appropriate.
- (3) Accompanies general staff officers on visits to field units when the Sergeant Major's presence is appropriate.
- (4) Represents INSCOM in conferences of senior noncommissioned officers involving other commands of the Army, and at noncommissioned officers' conferences conducted by subordinate commands of this headquarters when requested by the commander concerned.
- (5) Serves on selected committees dealing with enlisted personnel matters.
- (6) Conducts periodic briefings for noncommissioned officers of HQ, INSCOM, to keep them informed on the policies of the Commander. Publishes periodic letters to members of INSCOM informing them of trends developing in the Army which influence personnel management, career development, leadership, reenlistment, and professionalism. Performs training and career development of NCO's.

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## Section I. CHIEF OF STAFF

**1-6. GENERAL RESPONSIBILITIES:**

Acts as the principal coordinating agent of, and advisor to, the Commander, U.S. Army Intelligence and Security Command (INSCOM), the Deputy Commander for Intelligence, and the Deputy Commander for Support on those matters pertaining to INSCOM; directs and coordinates the staff to achieve efficiency and unity of action; and assists the Commander and Deputy Commanders in supervision of the execution of orders.

**1-7. RELATIONSHIPS:**

The Chief of Staff is responsible to the Commander for performance of all assigned functions and for exercising supervision and coordinating responsibility over the staff.

**1-8. SPECIFIC FUNCTIONS:****a. Chief of Staff**

(1) Formulates and announces policies for the general operation of the staff.

(2) Supervises, directs, and coordinates the work of the staff to include activities of the staff elements and relations between staff elements and units and various agencies.

(3) Receives decisions from the Commander and the Deputy Commanders, and assures that all instructions published are in accordance with their respective policies and plans.

(4) Assures, by personal observation and with the assistance of the staff, that the orders and instructions of the Commander are executed.

(5) Informs the Commander and Deputy Commanders on current activities.

(6) Represents the Commander when authorized to do so.

(7) Reviews staff office reports to insure compliance with announced policies and plans prior to the submission to the Commander.

# UNCLASSIFIED

1 April 1982

C2, INSCOM Reg 10-2

## b. Deputy Chief of Staff

- (1) Acts for the Chief of Staff during his absence.
- (2) Assists the Chief of Staff as coordinator of all actions of MACOM staff to achieve efficiency and unity of action.
- (3) Assists the Commander, Deputy Commanders, and Chief of Staff in supervision of execution of orders.
- (4) Supervises activities of the Assistant Chief of Staff, the Secretary of the General Staff, the Public Affairs Officer, the Equal Employment Opportunity Officer, and INSCOM Liaison Officers.
- (5) Performs other duties as assigned by the Commander, Deputy Commanders, and Chief of Staff.

## c. Assistant Chief of Staff

- (1) Acts for the Chief of Staff during his absence and absence of the Deputy Chief of Staff.
- (2) Assigns actions to the DCSOPS; DCSFM; Commander, ITAC; DCSAUT; Scientific Advisor; and Staff Psychologist and provides assistance, when required, based on guidance from the Chief of Staff.
- (3) Reviews staff actions for compliance with established policies and administrative procedures.
- (4) Reviews all incoming and outgoing correspondence to insure proper staffing.
- (5) Insures that differences of opinion between heads of staff elements which cannot be resolved are brought to the attention of the Command Group. Insures that all data bearing on the problem accompanies the action to the Command Group for decision.
- (6) Oversees SDO/SDNCO.
- (7) Responsible for reading file preparation/review.
- (8) Provides execution support to the Office of the Deputy Commander, Intelligence.

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**d. Special Assistant to the Chief of Staff**

(1) Acts as special advisor and consultant to the Commander, Deputy Commanders, and the Chief of Staff.

(2) Evaluates and assists in the supervision of command-wide activities with primary responsibility in the areas of resource management, logistics, military and civilian personnel, legal and chaplain activities, liaison with other MACOM's, and the actions of the Mission Analysis and Equal Employment Opportunity Offices.

(3) Undertakes special projects or studies in areas of vital concern to Commander, Deputy Commanders, and Chief of Staff, such as: organization of staff, necessity of major policy changes and potential problems relating to principal actions taken by the headquarters.

(4) Prepares most important sensitive correspondence for signature of Commander and Chief of Staff.

(5) Assumes responsibilities of the Secretary of the General Staff or Assistant Chief of Staff during their absence.

**e. Senior Reserve Component Advisor**

(1) Advises the commander and staff on all aspects of Reserve Component activities, to include policies, programs, procedures, capabilities, limitations, status, and requirements.

(2) Provides a primary point of contact through which all elements of the command could channel requirements and obtain information and assistance concerning Reserve Component personnel/units.

(3) Attends briefings, meetings, and conferences concerning Reserve Component activities which may be of interest to INSCOM.

(4) Represents the Commander, INSCOM on Reserve Component matters in conferences, committees, working groups and similar activities.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

## SECTION II. SECRETARY OF THE GENERAL STAFF

### 1-9. GENERAL RESPONSIBILITIES:

Acts as executive officer for the Chief of Staff and as office manager for the offices of the Commander, Deputy Commanders, and Chief of Staff of the U.S. Army Intelligence and Security Command (INSCOM).

### 1-10. RELATIONSHIPS:

The Secretary of the General Staff is responsible to the Chief of Staff for all activities of the office.

### 1-11. SPECIFIC FUNCTIONS:

- a. Assigns actions to the staff, provides assistance, when required, based on guidance received from the Chief of Staff.
- b. Reviews staff actions for compliance with established policies and administrative procedures.
- c. Manages the offices of the Commander, Deputy Commanders, and the Chief of Staff.
- d. Reviews all incoming and outgoing correspondence to insure proper format and routing.
- e. Insures that differences of opinion between heads of staff elements which cannot be resolved are brought to the attention of the Command Group. Insures that all data bearing on the problem accompanies the action to the Command Group for decision.
- f. Coordinates activities for visitors, VIP's, and selected semi-official functions for the Commander and Deputy Commanders.
- g. Controls and schedules the use of the Command War Room.
- h. Acts on all matters of protocol within the headquarters.
- i. Monitors and/or approves headquarters support activities to include approval of travel requests, control of reserved parking

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INSCOM Reg 10-2

4 August 1981

spaces, supervision of the staff duty officer, and maintenance of buildings occupied by the headquarters, including processing of work order requests to the Post Engineer.

j. Has staff cognizance over the Chief of Staff Administrative Office, Public Affairs Office, Command Security Office, Special Security Office, Assistant Chief of Staff, Telecommunications, IG, and temporary duty travel requests.

1-10

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4 August 1981

INSCOM Reg 10-2

## Section III. INSPECTOR GENERAL

### 1-12. GENERAL RESPONSIBILITIES:

Serves as personal representative and member of the personal staff of the Commander, U.S. Army Intelligence and Security Command (INSCOM). Inquires into, and reports upon, matters affecting the performance of mission and state of economy, efficiency, discipline, and morale of every phase of activity which is within the sphere of responsibility of the Commander, INSCOM, and as prescribed by law.

### 1-13. RELATIONSHIPS:

The Inspector General (IG) is responsible to the Commander, INSCOM, for all activities of the office.

### 1-14. SPECIFIC FUNCTIONS:

#### Inspector General

(1) Provides the commander a continuing assessment of the operational and administrative effectiveness of the command through evaluation of managerial procedures and practices pertaining to personnel, materiel, and fund resources. Identifies problems, situations, or circumstances which adversely affect mission performance and isolate the associated causes; recommends corrective actions to be taken and evaluates the adequacy of such actions; and reports on the status of morale, efficiency, and discipline throughout the command.

(2) Conducts inspections, investigations, inquiries, surveys, and studies as directed by the Commander, INSCOM, or as prescribed by law or regulations; and reports findings directly to the Commander, INSCOM.

(3) Maintains surveillance over the effectiveness of IG activities within the command and, as appropriate, advises the Commander, INSCOM, on this and other matters concerning activities.

(4) Formulates and disseminates policies concerning IG activities throughout INSCOM; develops procedures necessary for the efficient

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and thorough conduct of IG inspections, IG investigations/inquiries and the processing of IG Action Requests.

(5) Assigns and coordinates inspectional jurisdiction to insure that all INSCOM activities are inspected periodically; determines IG investigative jurisdiction.

(6) Retains record copies of all internally originated IG reports and maintains action/information copies of externally originated IG reports pertaining to INSCOM.

(7) Reviews IG reports received and, as appropriate, forwards comments/recommendations to the Commander, INSCOM.

(8) Evaluates actions taken on IG inspection findings, observations, and recommendations to insure adequacy of corrective actions.

(9) Receives, reviews, and processes IG Action Requests and insures appropriate action in each case.

(10) Supervises operation of the command Acting Inspector General (AIG) system to include issue of appointing orders and assurance of appointee familiarity with AIG duties.

(11) Performs such other IG functions as may be either prescribed by law/regulations or determined to be appropriate and directed by the Commander, INSCOM.

(12) Receives, processes, and replies on behalf of the Commander, INSCOM, to Congressional or other queries from dignitaries requiring internal inquiry/investigation in accordance with INSCOM Regulation 27-3.

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4 August 1981

INSCOM Reg 10-2

## Section IV. STAFF JUDGE ADVOCATE

### 1-15. GENERAL RESPONSIBILITIES:

Serves as the Staff Judge Advocate to the U.S. Army Intelligence and Security Command (INSCOM) and furnishes legal advice to the commander and his staff.

### 1-16. RELATIONSHIPS:

The Staff Judge Advocate is responsible to the Commander, INSCOM, for all activities of the office.

### 1-17. SPECIFIC FUNCTIONS:

#### Staff Judge Advocate

- (1) Prepares legal opinions concerning the status of the command, its personnel, and operations.
- (2) Exercises staff supervision over worldwide legal support activities to the command and the implementation of the command's instructions on courts-martial involving SI information.
- (3) Reviews for legal sufficiency investigation reports, board proceedings, and property reports, including reports of survey and procurement documentation.
- (4) Assists in drafting proposed legislation, regulations, instructions, contracts, and agreements covering all phases of the activities of the command.
- (5) Participates in conferences and assists in the formulation and preparation of presentations covering the position of the command.
- (6) Reviews for legal sufficiency all contract solicitations and awards made, as requested by appropriate elements of INSCOM.
- (7) Serves as INSCOM Deputy Standards of Conduct Counselor under the provisions of AR 600-50, providing advice and assistance on

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INSCOM Reg 10-2

4 August 1981

all matters relating to standards of conduct and conflicts of interest and reviewing Confidential Statements of Employment and Financial Interests (DD Form 1555) covered by that regulation.

(8) Supervises the worldwide legal assistance activities of the command to include extending personal services in legal assistance to military personnel assigned to this command pursuant to the requirements in AR 608-50.

(9) Provides the commander and staff legal opinions reference the legality of intelligence operations and procedures.

(10) Processes litigation actions.

(11) Serves as labor counselor to the Civilian Personnel Officer on all labor-management relations matters.

(12) Provides advice to the Equal Employment Opportunity Officer on class complaints and other allegations arising under federal law and regulations.

(13) Provides advice throughout INSCOM with regard to operations oversight.

(14) Reviews and coordinates, as applicable, requests for conduct of intelligence activities requiring approval by designated authorities under current law and/or regulation.

(15) Maintains a preventive law program of continuing advisory comments and letters to assure that authorities are kept apprised of legal requirements of intelligence activities.

1-14

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# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

## Section V. COMMAND CHAPLAIN

### 1-18. GENERAL RESPONSIBILITIES:

Serves as the Chaplain of the U.S. Army Intelligence and Security Command (INSCOM) providing advice and assistance to the Commander and his staff on religious, moral, moral leadership, and human self-development matters.

### 1-19. RELATIONSHIPS:

The Chaplain is responsible to the Commander, INSCOM, for all activities of the office.

### 1-20. SPECIFIC FUNCTIONS:

#### Command Chaplain

- (1) Assists the commander to insure that policies and leadership practices of the command are in keeping with moral, ethical, and humanitarian standards.
- (2) Develops plans and policies using Army management concepts for a command-wide religious program.
- (3) Provides the commander and staff with advice, information, and positive leadership in planning, programing, and actions related to moral and ethical dimensions of leadership, care of persons, human self-development, religion, chaplain and chaplain activity specialist personnel matters, and associated funding data within the command.
- (4) Implements pertinent portions of the Chief of Chaplains' Army Chaplaincy Stewardship Concept Plan appropriate for the command.
- (5) Exercises staff supervision and direction of subordinate chaplain and chaplain activity specialists through policy guidance, training conferences, and staff visits.
- (6) Prepares estimates and requests for funds for religious activities in the command to include the chaplain program and budget

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INSCOM Reg 10-2

4 August 1981

activities for the use of appropriated funds and nonappropriated chaplain funds.

(7) Coordinates actions and provides technical advice as required pertaining to the logistical support of the religious program to include the use and maintenance of chapels and equipment to insure chaplain and chapel are approved authorized equipment.

(8) Coordinates and recommends manpower requirements concerning chaplain and chaplain activity specialist for the command.

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4 August 1981

INSCOM Reg 10-2

Section VI. COMMAND PSYCHOLOGIST (U)

1-21. (U) GENERAL RESPONSIBILITIES:

(U) Serves as the Psychologist of the U.S. Army Intelligence and Security Command (INSCOM) advising the Commander on matters pertaining to the mental health, other medical support, and providing guidance on psychological factors pertaining to intelligence operations.

1-22. (U) RELATIONSHIPS:

(U) The Psychologist is responsible to the Commander, INSCOM for all activities of the office.

1-23. (U) SPECIFIC FUNCTIONS:

(U) Command Psychologist

(1) (U) Provides professional counsel and advice to the commander pertaining to the mental health of the command.

(2) (U) Studies factors affecting the mental health of the command and assesses the quality and quantity of mental health care interventions needed within the command.

(3) (U) Collects, analyzes, and consolidates information for preparing reports on the mental health of the command.

(4) (U) Maintains liaison with the Office of the Suregon General, Health Services Command, Region Health Authorities, and installation Medical Department Activity (MEDDAC).

(5) (U) Maintains liaison with mental health professionals in related agencies; e. g., DIA, CIA, FBI, and NSA.

(6) (U) Develops programs for and provides psychological assessment of candidates for Area Intelligence training and other personnel identified for potential assignment to sensitive intelligence positions and programs, worldwide.

(7) 

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[REDACTED]

(8) [REDACTED]

(9) [REDACTED]

(10) (U) Studies human capacities and limitations in relation to the operation or control of machines and equipment such as communication, signal detection and processing, information processing centers, and training devices.

(11) (U) Provides guidance and orientation for staff supervisory/control personnel regarding symptoms and indicators of mental or emotional fatigue to assure early recognition and treatment of potential problems which may develop with operational personnel.

(12) (U) Conducts case studies, analyzes and develops methods of treatment for emotional and mental problems peculiar to operational personnel working in isolated, special operations/stress conditions.

(13) (U) Examines, diagnoses, and treats or prescribes courses of treatment for personnel suffering from emotional or mental problems or situational maladjustment.

(14) (U) Uses psychotherapy and other treatment approaches with personnel to resolve issues relating to himself, to his family, and to interpersonal relationships with others that may affect functioning in the work environment and/or unique settings.

(15) (U) Provides other professional guidance and assistance in his field of expertise as required.

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4 August 1981

INSCOM Reg 10-2

## Section VII. SCIENTIFIC AND CRYPTOLOGIC AFFAIRS ADVISOR

### 1-24. GENERAL RESPONSIBILITIES:

Serves as the principal advisor to the Commander, U.S. Army Intelligence and Security Command (INSCOM) and his staff on scientific and cryptologic matters.

### 1-25. RELATIONSHIPS:

The Scientific and Cryptologic Affairs Advisor is responsible to the Commander, INSCOM, for all activities of the office.

### 1-26. SPECIFIC FUNCTIONS:

#### Scientific and Cryptologic Affairs Advisor

(1) Conducts, sponsors, initiates, coordinates, and appraises technical studies and experimentations in order to expand the boundaries of scientific, engineering, and cryptologic knowledge; and to assure continuing technical progress in the research, development, and operation of advanced electronic and related data processing systems to meet present and future operational requirements.

(2) Provides a focal point for the evaluation, assimilation, and assessment of new scientific and technological advances being made by industrial, university, and Government activities pertinent to the mission of the command and responsive to the scientific and technological threat.

(3) Conducts technical and policy reviews and coordinates major program areas such as electronic warfare (EW) and signal security as directed by the commander, conducts reviews of major program plans, and assures coordination with the National Security Agency (NSA) and other Department of Defense (DOD) and military agencies.

(4) Serves as the principal representative of INSCOM on the Army Science Board for the purpose of providing independent evaluation of major plans and programs and to assure the rapid translation of new scientific knowledge into advanced military operating systems.

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INSCOM Reg 10-2

4 August 1981

(5) Represents the commander at major Army technical program planning conferences. Serves as the INSCOM representative at the national level in dealing with professional, scientific, and engineering organizations whose activities relate to the INSCOM mission.

(6) Provides policy guidance on major program areas and maintains cognizance on new technological developments and advanced planning in order to insure accomplishment of tasks and coordination of activities with other elements of the Army, NSA, and DOD.

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4 August 1981

INSCOM Reg 10-2

## Section VIII. SPECIAL DISBURSING AGENT

### 1-27. GENERAL RESPONSIBILITIES:

Serves as the Special Disbursing Agent for the U.S. Army Intelligence and Security Command (INSCOM), advising the Commander and Deputy Commanders on all aspects of the control, administration, supervision, and utilization of intelligence contingency funds (ICF).

### 1-28. RELATIONSHIPS:

The Special Disbursing Agent, operating under the supervision of the Deputy Commander, Intelligence, is responsible to the Commander, INSCOM, for all aspects of the ICF Special Disbursing Agent Account.

### 1-29. SPECIFIC FUNCTIONS:

#### Special Disbursing Officer

(1) Operates the ICF Special Disbursing Agent Account in providing ICF support to include receipt and disbursement to subordinate intelligence units and such other organizations as authorized by OACSI, DA.

(2) Advises the Commander and Deputy Commanders, INSCOM, on all matters pertaining to the control, administration, supervision, and utilization of ICF.

(3) Promulgates INSCOM policy on all matters concerning ICF and implementing directives from higher headquarters.

(4) Conducts audits and inspections of ICF accounts of subordinate intelligence units and activities as required by applicable regulations.

(5) Maintains fiscal and accounting records as prescribed by applicable regulations to support the disbursing station operations.

(6) Exercises technical supervision over ICF accounts of all elements receiving allocations of ICF from INSCOM.

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INSCOM Reg 10-2

4 August 1981

(7) Maintains the worldwide central repository for civilian clothing records in accordance with AR 381-141 and is responsible for audit of such records.

(8) Makes payments of civilian clothing allowances to all personnel authorized same who are assigned to intelligence units and activities worldwide including U.S. Army Attache personnel.

1-22

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4 August 1981

INSCOM Reg 10-2

## Section IX. MISSION ANALYSIS OFFICE

### 1-30. GENERAL RESPONSIBILITIES:

Serves as Chief, Mission Analysis Office, providing advice and assistance to the Commander, U.S. Army Intelligence and Security Command (INSCOM), in formulating future goals for the command and the broad strategies to achieve them.

### 1-31. RELATIONSHIPS:

The Chief, Mission Analysis Office, operating under the supervision of the Chief of Staff, is responsible to the Commander, INSCOM, for all activities of the office.

### 1-32. SPECIFIC FUNCTIONS:

#### Chief, Mission Analysis Office

- (1) Performs a continuous analysis of the INSCOM mission leading to the establishment of broad command goals and objectives; the development of supporting strategies for the achievement of those goals and objectives, the formulation of the Commander's planning guidance to the INSCOM staff.
- (2) Reviews studies and analyses submitted to or generated within INSCOM to insure continuity with INSCOM future goals and objectives.
- (3) Studies and analyzes the external environment of INSCOM leading to the early identification of external conditions impacting on the command as a whole and the development of strategies to deal with those conditions.
- (4) Performs special studies and analyses as directed by the commander.
- (5) Establishes and maintains a centralized file of INSCOM Memorandums of Understanding (MOU's) and Letters of Instructions (LOI's).

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INSCOM Reg 10-2

4 August 1981

(6) Serves as the INSCOM coordinating office for all command studies in connection with AR 5-5, The Army Studies Program.

(7) Serves as the INSCOM staff proponent for Army wide mission area analysis.

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4 August 1981

INSCOM Reg 10-2

## Section X. PUBLIC AFFAIRS OFFICER

### 1-33. GENERAL RESPONSIBILITIES:

Serves as the Public Affairs Officer (PAO) of the US Army Intelligence and Security Command (INSCOM), advising the Commander and staff on all public affairs matters.

### 1-34. RELATIONSHIPS:

The PAO, operating under the supervision of the Chief of Staff, is responsible to the Commander, INSCOM, for all activities of the office.

### 1-35. SPECIFIC FUNCTIONS:

#### Public Affairs Officer

(1) Provides staff supervision, policy guidance, and assistance worldwide to INSCOM and its subordinate commands on all public affairs programs and activities.

(2) Plans, develops, executes, and supervises the INSCOM public affairs program to include command information, public information, and community relations.

(3) Implements the INSCOM command information program to include dissemination of command information through production of print and other media.

(4) Implements the INSCOM public information program to include general staff supervision and approval of release of information to the public. Reviews and acts on requests for information.

(5) Implements the INSCOM community relations program.

(6) Prepares or coordinates preparation of speeches, briefings, and print media in support of INSCOM command information, public information, and community relations programs; directs and supervises presentations and disseminates information as appropriate.

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INSCOM Reg 10-2

4 August 1981

(7) Provides public affairs advice and guidance, in coordination with the Administrative/Audiovisual Support Activity, on all aspects of audiovisual support intended and obtained in conjunction with public affairs presentations of any sort made by any agencies of INSCOM. Such support includes, but is not limited to, graphic aids, still and motion photography, tapes, and television.

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4 August 1981

INSCOM Reg 10-2

## Section XI. COMMAND EQUAL EMPLOYMENT OPPORTUNITY OFFICE

### 1-36. GENERAL RESPONSIBILITIES:

Provides advice and assistance to the Commander, U.S. Army Intelligence and Security Command (INSCOM) on Federal Civilian Equal Employment Opportunity Program matters; provides staff leadership and guidance in administration of the INSCOM Equal Employment Opportunity Program.

### 1-37. RELATIONSHIPS:

The Command Equal Employment Opportunity Officer (CEEOO), operating under the supervision of the Chief of Staff, is responsible to the Commander, INSCOM, for all activities of the office. Department of the Army and Command Equal Opportunity programs are divided as follows: Equal Employment Opportunity (EEO) Program pertaining to civilian employees and Human Relations/Equal Opportunity (HR/EO) Program pertaining to military personnel.

### 1-38. SPECIFIC FUNCTIONS:

#### Equal Employment Opportunity Officer

(1) Evaluates and reports to the commander and staff managers on program effectiveness, including recommendations for change or improvement in the action plan, personnel practices, and other management activities which adversely impact upon the EEO program.

(2) Administers the EEO program within INSCOM to include the periodic conduct of evaluations of unit programs and assessment of command program management.

(3) Advises on the development of the EEO Affirmative Action Program plans and monitors plan implementation by staff activities and subordinate commands.

(4) Provides a point of contact for coordination and liaison between the commander, staff, various organizational units, special interest group organizations, and community leaders and organizations.

(5) Informs the commander of EEO program problems and conditions in the community that affect employment.

(6) Participates in, or conducts, statistical and other special program studies to identify out-of-balance employment patterns or inequitable management practices having adverse impact.

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(7) Administers the command complaint of discrimination process and analyzes complaints to identify specific problem areas.

(8) Provides technical guidance and supervision to EEO counselors in the conduct of informal inquiries.

(9) Supervises the Command Federal Women's Program Manager and the Hispanic Employment Program Manager in matters concerning these special emphasis programs.

(10) Participates in the administration of the Handicapped and Disabled Veterans Programs.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

## Section XII. LIAISON OFFICERS

### 1-39. GENERAL RESPONSIBILITIES.

Provides liaison representation to DARCOM, FORSCOM, TRADOC, and other commands as required.

### 1-40. RELATIONSHIPS:

The liaison officers are responsible to the Chief of Staff for all activities of their offices. The liaison officer's primary duty is to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact between representatives of Headquarters, INSCOM, and those of the host headquarters.

### 1-41. SPECIFIC FUNCTIONS:

#### Liaison Officers

(1) Provides a primary point of contact through which the headquarters of the supported command will exchange information of intelligence, counterintelligence, threat analysis, operations security support, signal security support, and electronic warfare.

(2) Informs the supported commands on matters concerning the location, disposition, capabilities, and limitations of INSCOM resources.

(3) Assists supported commands in the development of intelligence and security requirements. Informs INSCOM of requirements and pertinent activities of the supported commands.

(4) Informs the supported commands on established policies in area of INSCOM responsibilities.

(5) Assists supported commands in the formulation of plans, policy, and operational procedures insuring that each reflects the functions for which INSCOM has a mission responsibility.

(6) Attends briefings, meetings, and conferences within the supported commands which may be of interest to INSCOM.

(7) Coordinates supported commands staff visits to INSCOM and vice versa.

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INSCOM Reg 10-2

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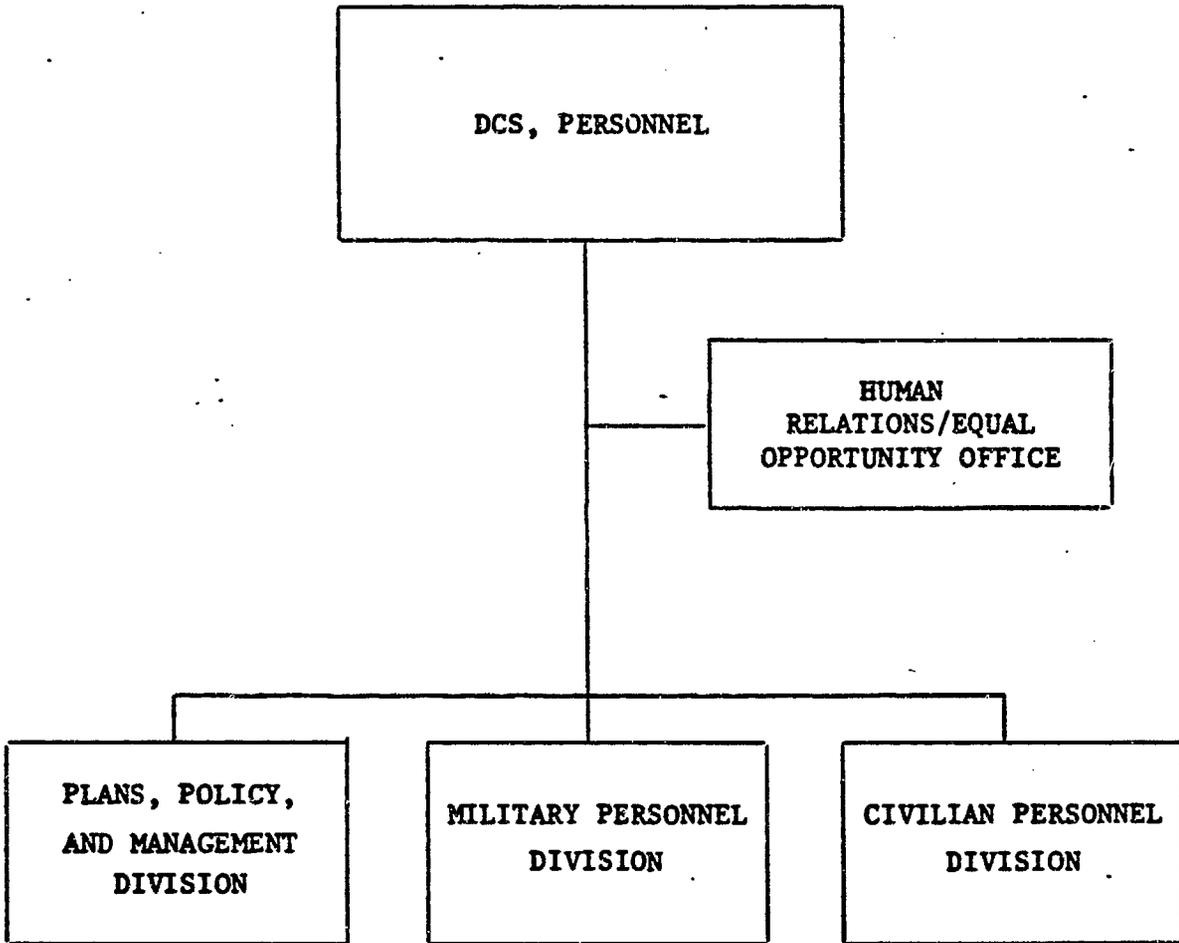
INSCOM Reg 10-2

**CHAPTER 2**  
**OFFICE OF DCS, PERSONNEL**

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OFFICE OF THE DEPUTY CHIEF OF STAFF, PERSONNEL



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4 August 1981

INSCOM Reg 10-2

## CHAPTER 2

### OFFICE OF THE DEPUTY CHIEF OF STAFF, PERSONNEL

#### 2-1. GENERAL RESPONSIBILITIES:

Serves as the Deputy Chief of Staff, Personnel, of the U.S. Army Intelligence and Security Command (INSCOM) and functions as the principal staff officer for the administration of military and civilian personnel. Acts for the Commander, INSCOM, in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; organizational effectiveness; human affairs; and nonappropriated fund activities. Develops the plans for Civilian Personnel Management under mobilization, personnel annexes supporting operational and force development planning, and other personnel action plans as required.

#### 2-2. RELATIONSHIPS:

The Deputy Chief of Staff, Personnel, is responsible to the Chief of Staff for all activities of the office and for exercising staff supervision over the Administrative/Audiovisual Support Activity.

#### 2-3. SPECIFIC FUNCTIONS:

##### a. Deputy Chief of Staff, Personnel

Advises the commander, the staff, and subordinate commanders on military and civilian personnel matters and is responsible for all activities of the office.

##### b. Human Relations/Equal Opportunity Office

(1) Advises the INSCOM staff in the development of the Human Relations/Equal Opportunity (HR/EO) Affirmative Action Plan which pertains to military personnel and monitors plan implementation by staff activities and subordinate commands.

(2) Conducts statistical and other special program studies to identify inequitable practices and/or command problems.

(3) Evaluates and reports to management on program effectiveness, including recommendations for change or improvement in the action plan, personnel practices, and other management activities which reflect upon the HR/EO Program.

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INSCOM Reg 10-2

4 August 1981

(4) Informs management of HR/EO program, problems, and conditions that affect the command.

(5) Provides a point of contact for coordination and liaison between commander, staff, various organizational units, special interest group organizations, and community leaders and organizations.

(6) Analyzes discrimination complaints to identify problem areas.

(7) Furnishes technical guidance and supervision to HR/EO personnel.

(8) Formulates policy pertaining to human relations education and equal opportunity programs.

(9) Manages the HR/EO program within INSCOM to include periodic evaluations of unit programs and assessment of the command.

## c. Plans, Policy, and Management Division

(1) Administers the command Safety and Occupational Health Program and serves as a technical advisor on safety matters. Surveys, evaluates, and assists subordinate commanders in determining adequacy of safety standards.

(2) Coordinates the development of welfare, morale, and recreational facilities and supervision of nonappropriated fund activities within the command.

(3) Develops requirements for and conducts personnel research as required.

(4) Develops policies for the implementation of the Alcohol and Drug Abuse Prevention Program to include prevention, identification, detoxification, and rehabilitation of alcohol and drug abusers.

(5) Monitors the Command Sponsorship Program.

(6) Develops the capability to provide organizational effectiveness support and program management to the command in accordance with AR 600-76 and to provide support upon request to Headquarters, INSCOM, and on an exception basis to subordinate organizations of the command.

(7) Develops policy and coordinates programs for AWOL prevention and control programs concerning absentees and deserters.

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# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(8) Serves as point of contact for personnel survey control for INSCOM and for policy matters concerning family housing, construction, bachelor and troop billets.

(9) Establishes and develops policy concerning services and entitlements, uniforms, standards of conduct, and appearance.

(10) Coordinates fund raising activities for subordinate elements to include publicity, procurement of necessary materials, and review and submission of reports.

(11) Coordinates actions pertaining to the Army Emergency Relief Program, fund raising, and monthly reports concerning assistance provided.

(12) Monitors the implementation of the Army Child Advocacy Program. Furnishes interpretation on policy matters concerning this program; and coordinates action to support this program with DA, U.S. Army Health Services Command.

(13) Monitors the operations of the Army Community Services Program and operations of the child care centers.

(14) Administers the various aspects of the personal affairs program.

(15) Monitors the Human Factors Engineering Program, and manages the command's Voting Program.

(16) Reviews and analyzes serious incident reports and casualty reports.

(17) Coordinates policies and plans for command personnel information systems.

(18) Serves as principal contact for personnel strength accountability within INSCOM. Prepares Command Strength Report (IAPER-1).

(19) Serves as the point of contact for the following personnel programs: Personnel Information Systems (PERSINS), Personnel Deployment and Distribution Management System (PERDDIMS), Standard Installation/Division Personnel System (SIDPERS), Personnel Management Assistance System Teams (PERMAST), Consolidation of Administration at Battalion Level (CABL), and Signal Manager Information Systems (SIGMIS).

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(20) Manages the program budget line items that pertain to DCSPER and prioritizes unfinanced requirements from staff elements and subordinate commands.

(21) Coordinates the preparation of the DCSPER portion of the INSCOM Operating Budget, the INSCOM Budget Estimate, the INSCOM Budget Execution Review, the General Defense Intelligence Program, and the Consolidated Cryptologic Program.

(22) Represents the DCSPER on the following committees: The Program and Budget Advisory Committee (PBAC), Program Guidance and Review Committee (PGRC), Budget Review Committee (BRC), Manpower Requirements and Review Committee (MRRC), Material Priorities Review Committee (MPRC), Construction Requirements Review Committee (CRRC), and the ADP Advisory Board.

(23) Serves as focal point for ADP support within DCSPER. Interfaces with supporting data facility on ADP requirements.

(24) Operates for the DCSPER the computer access and operation of the computer terminal.

**d. Military Personnel Division**

(1) Manages the flow of officer, warrant officer, and enlisted personnel replacements, excluding Great Skill personnel, to units within the command to include:

(a) Processing feeder requisitions from subordinate units and submitting command requisitions to MILPERCEN.

(b) Maintaining command Officer Distribution Plan and distributing allocations to subordinate units.

(c) Effecting, or obtaining MILPERCEN approval to effect, intra-command reassignments.

(d) Maintaining close and continuous coordination with MILPERCEN and the DA staff, as appropriate, to insure timely and quality fill of command requirements.

(e) Compiling and analyzing necessary statistical information for proper management of replacement flow and for response to command group and staff inquiries.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(f) Serving as point of contact on Army Education Requirements Board (AERB) matters.

(g) Submitting to MILPERCEN semiannual Colonels Report (RCS: MILPC-25).

(h) Insuring proper utilization of special category enlisted personnel, such as selective reenlistment bonus/variable reenlistment bonus recipients.

(1) Submitting to Commander, MILPERCEN, semiannual report for all E-9 and promotable E-8 (Current and Projected E-9 Requirements Report, RCS: MILPC-63).

(2) Forwards MILPERCEN assignments instructions on officers/WO reassigned out of the command to appropriate subordinate command/MILPO for accomplishment of orders publication and out-processing actions.

(3) Processes personnel actions on officers and warrant officers, to include retirement, reassignment, relief from active duty, extension/curtailment of overseas tour, RA appointment, reassignment, flagging actions, and other actions.

(4) Monitors selection of officer/warrant officer personnel for promotion, advanced schooling, and Officer Personnel Management System command positions.

(5) Maintains command and headquarters officer rating schemes, processes Officer Evaluation Reports (OER's) forwarded for action by the command group, and maintains data concerning late OER's.

(6) Monitors implementation of DA military personnel management programs for officer/warrant officer and enlisted personnel.

(7) Administers the sponsorship program for officer/warrant officer personnel assigned to the headquarters.

(8) Formulates plans, policies, and procedures concerning management of officers/warrant officers and enlisted personnel within the command.

(9) Processes enlisted personnel actions concerning reassignment, retirement, discharge, schooling, appointment as warrant officer, reclassification, fraudulent or erroneous enlistment, extension/curtailment of foreign service tour, flagging action, line of duty determination,

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INSCOM Reg 10-2

4 August 1981

entry into or withdrawal of controlled MOS, flight status, and other actions.

(10) Monitors enlisted promotion system and selection of individuals for promotion under the DA centralized promotions system. Submits Enlisted Personnel Eligible for Promotion Report (RCS: CSGPA-342 (R8)) to Commander, MILPERCEN on a monthly basis.

(11) Monitors timeliness of Enlisted Efficiency Report/Senior Enlisted Efficiency Report submissions based on reports from MILPERCEN.

(12) Administers the command reenlistment program to include assignment of objectives, processing of requests for reenlistment, evaluation of subordinate unit programs, and maintenance of statistical data for program management.

(13) Coordinates the command's Basic Technical Course training.

(14) Reviews proposed changes to TOE/TDA to insure positions are correctly identified and determines impact of changes on replacement flow.

(15) Maintains manning roster concerning OPLAN 2-78 (Reconstitution of OJCS).

(16) Monitors personnel readiness of the command and develops appropriate recommendations for improvement.

(17) Administers the Total Army Involvement in Recruiting (TAIR) Program.

(18) Furnishes DCSPER input to new systems, projects plans, unit activation/deactivation by maintaining liaison with the headquarters staff.

## e. Civilian Personnel Division

(1) Directs the command civilian personnel management programs which include position and pay management, training and development, career management, employee relations, labor-management relations, recruitment and placement, and regulatory compliance. Establishes specific civilian personnel management and administration priority objectives and goals, and monitors and evaluates progress toward achievement.

# UNCLASSIFIED

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4 August 1981

INSCOM Reg 10-2

(2) Collects, develops, and analyzes command-wide statistics and trends as requested by specific DA requirements and for ongoing DA and OPM projects of interests. Prepares studies and assists in development of integrated staff projects requiring input associated with civilian occupations, grades, legal requirements, and qualifications requirements. Prepares command guidance, interpretation, and appeal adjudication.

(3) Monitors average grade, high grade, high grade ceilings, and strength trends of the command, and recommends corrective action. Reviews all command TDA's for position alignment, proper titles, occupational codes, and grades civilian positions and provides position management services. Designated Appellate Authority for MACOM Classification Authority.

(4) Enunciates policy and procedures for specific INSCOM training programs; e.g., Executive Development, Upward Mobility, Long-Term Training, and Intern Programs. Compiles command training and development program budget data, and manages training resources. Controls the long-term training and DA Competitive Development Opportunities programs. Interprets and clarifies higher level training and development policies, goals, and regulations.

(5) Develops policy and coordinates with DOD and DA action agencies in the implementation of civilian career programs. Maintains qualifications' inventories, and administers career referral processes for command positions within civilian career programs. Monitors command career coordinator's responsibilities and screening panel responsibility, and provides rating assistance.

(6) Provides staff direction in the areas of employee-organizations, community relations, employee services, work force stability, and counseling of employees. Performs command level review of and grants post audit approval to labor management contracts. Provides command level review of grievances and appeals.

(7) Provides staff direction in staffing, merit promotion procedures, overseas employment, hiring of experts and consultants, reduction-in-force, qualification standards, performance standards, performance appraisals, and the merit pay system.

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INSCOM Reg 10-2

4 August 1981

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4 August 1981

INSCOM Reg 10-2

**CHAPTER 3**  
**OFFICE OF DCS, LOGISTICS**

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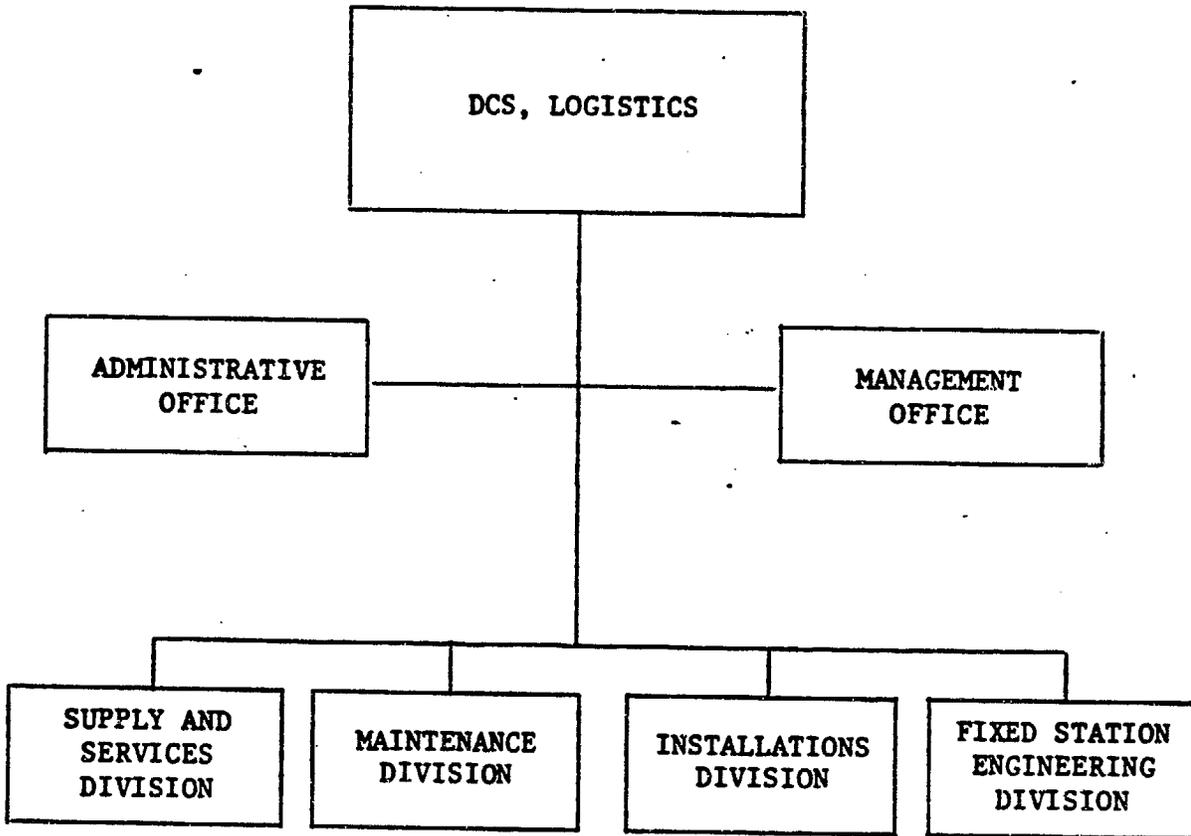
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INSCOM Reg 10-2

4 August 1981

## OFFICE OF THE DEPUTY CHIEF OF STAFF, LOGISTICS



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4 August 1981

INSCOM Reg 10-2

## CHAPTER 3

### OFFICE OF THE DEPUTY CHIEF OF STAFF, LOGISTICS

#### 3-1. GENERAL RESPONSIBILITIES:

Serves as the Deputy Chief of Staff, Logistics (DCSLOG) for the U.S. Army Intelligence and Security Command (INSCOM) and is the principal staff assistant in matters pertaining to logistics to include integrated logistics planning, programing, procurement, budgeting, distribution, storage, disposition and maintenance of electronic equipment/systems (less telecommunications), engineering, construction, support services, transportation, materiel readiness, and real property management activities. Develops logistics annexes for operational and force development plans and other logistics action plans as required. Serves as Program Area Director for budgeting of requirements in the logistics area. Develops INSCOM requirements for Base Rights overseas and represents the commander at conferences with other governmental agencies to develop guidelines for negotiation of treaties with foreign governments. Acts as the Command G-2, as defined in AR 381-143 (C). Serves as the INSCOM Project Manager for restationing, consolidations, and realignment studies of INSCOM units/activities worldwide.

#### 3-2. RELATIONSHIPS:

The DCS, Logistics, is responsible to the Chief of Staff for all activities of the office and for exercising staff supervision over the Engineering and Maintenance Assistance Activity (EMAA).

#### 3-3. SPECIFIC FUNCTIONS:

##### a. DCS, Logistics

Advises the Commander, the staff, and subordinate commanders on logistic matters and is responsible for all activities of the office.

##### b. Administrative Office

- (1) Provides administrative support to all elements of the ODCSLOG.
- (2) Reviews all incoming correspondence for ODCSLOG, assigns actions to divisions of staff element, as appropriate, and maintains internal/external suspense control of all ongoing staff actions.

# UNCLASSIFIED

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INSCOM Reg 10-2

4 August 1981

(3) Reviews all outgoing correspondence for editorial correctness, proper security markings, and adherence to proper DA and INSCOM administrative procedures.

(4) Maintains a system for control of classified documents and correspondence.

(5) Maintains pertinent files, personnel records, and prepares administrative type correspondence.

(6) Determines requirements, requisitions, distributes and maintains publications, supplies, and equipment required by ODCSLOG.

(7) Monitors and supervises execution of the Privacy Act Program in ODCSLOG in accordance with INSCOM Memorandum 340-2.

(8) Supervises all aspects of ODCSLOG compliance with the provisions of the Freedom of Information Act in accordance with AR 340-17 and INSCOM supplement thereto.

## c. Management Office

(1) Processes, validates, and distributes Configuration Identification Tables (CIT) based on input from responsible activities.

(2) Consolidates input and assures execution of the OMA budget, to include the TDY Program for DCSLOG and EMAA.

(3) Prepares OMA funded purchase requests, interdepartmental requests, and commitment forms for DCSLOG and EMAA initiated procurements.

(4) Monitors and implements OPA financial and logistic plans, programs, policies, and procedures emanating from DOD, DA, NSA, and other defense activities.

(5) Coordinates the development of, consolidates and submits the DCSLOG OPA resource requirements for inclusion in the Consolidated Cryptologic Program (CCP).

(6) Conducts and coordinates management studies related to logistic organization, policies, procedures, and capabilities .

(7) Prepares logistic input for the INSCOM Command Objectives Program, and conducts performance evaluations of INSCOM logistic objectives. Coordinates the Command Management by Objectives Program.

# UNCLASSIFIED

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(8) Serves as focal point for all logistic aspects of Government Accounting Office (GAO) and U.S. Army Audit Agency; audits manpower surveys, and other external and internal reviews, audits, and inspections.

(9) Serves as focal point for review of INSCOM authorization documents and participates in in-process reviews (IPR's) on equipment and logistic personnel authorizations.

(10) Develops training programs and monitors execution of individual training for career development of military and civilian personnel assigned to the ODCSLOG.

(11) Develops, conducts, and coordinates logistic seminars, workshops, and Tri-SCA Logistic Meetings (to include orientation briefings to newly assigned and other designated personnel).

(12) Monitors the Army Logistic Policy Council Reports, maintains file, develops input as necessary in coordination with other elements, and assures appropriate action is taken when required.

(13) Monitors the Army Logistic Services Awards Program.

(14) Coordinates the development of, consolidates, distributes, and monitors implementation of, the INSCOM Logistic Plan.

(15) Develops and implements plans for logistic support to INSCOM, DA, and NSA/CSS OPLANS for contingencies and operations, to include installation closures.

(16) Serves as DCSLOG focal point to review all proposals pertaining to inactivation, deactivation, increases/decreases in capabilities of INSCOM activities and to coordinate all logistic actions required to implement these plans.

(17) Develops and coordinates logistic policy and concepts for improvement of the capability for support to the INSCOM mission.

(18) Provides liaison with DA, NSA/CSS, SCA's, and other lateral or higher commands on logistic matters related to the INSCOM mission.

(19) Coordinates INSCOM participation in Defense Retail Inter-service Program, and administers development and processing of Inter-service and Intraservice Support Agreements and Memorandums of Understanding pertaining to host-tenant relationships of command elements.

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(20) Receives, processes, and validates Intraservice Support Agreements for those units listed in INSCOM Permanent Order 70-3.

(21) Conducts studies and analyses in coordination with other appropriate staff elements on restationing, consolidations, and realignment studies of INSCOM units/activities worldwide.

(22) Reviews, monitors, and coordinates logistic support plans and submits INSCOM input.

(23) Serves as the INSCOM focal point for Army-wide coordination of NSA/CSS initiated Integrated Logistic Support Plan, consolidates MACOM positions, and develops a consolidated Army response to NSA/CSS.

(24) Serves as the INSCOM OPA financial manager.

(25) Provides staff supervision for the periodic review/evaluation of all commercial and industrial type activities (CITA). Submits annual CITA inventory to DA.

## d. Supply and Services Division

(1) Conducts studies of DA and DOD standard and developmental logistics management information systems for applicability, adaptability, and potential impact on current and future INSCOM logistics operations throughout the command.

(2) Researches, analyzes, and develops automated logistic management information requirements and functional system descriptions for Headquarters use and application in subordinate units of the command.

(3) Serves as principal advisor to the DCSLOG for automation programs.

(4) Develops and administers the Command Logistics Readiness Program in accordance with AR 11-14, providing onsite assistance as well as coordination and liaison with DA and DOD logistic support headquarters and activities to resolve logistic support problems.

(5) Reviews and evaluates conceptual and doctrinal studies developed by DA, its activities and subordinate MACOM's, NSA, and other DOD activities and agencies to assess its impact on the command logistic activities, operations, and posture.

# UNCLASSIFIED

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

- (6) Reviews and interprets DOD, DA, and DARCOM supply and services regulations and directives, publishing implementing instructions as required.
- (7) Develops, publishes, and administers supply policy, plans, and procedures for the command to include all classes of supply for support of activities and facilities as well as new, developmental, and off-the-shelf commercial items of equipment.
- (8) Provides staff supervision for all matters pertaining to individual as well as organizational clothing and equipment (OCE).
- (9) Develops and administers the command's participation in the Army Food Service Program to include equipment replacement and facility modernization programs.
- (10) Develops and administers INSCOM participation in the Philip A. Connelly Program for Awards for Excellence in Food Service and conducts onsite evaluation of dining facilities to determine this command's nominees for the award.
- (11) Provides staff planning and supervision of all general support service activities, including the operation of laundry and dry cleaning plants, clothing sales stores, and retail level supply support activities.
- (12) Provides staff guidance, planning support, and policy determinations and direction for all procurement matters of the command.
- (13) Develops and administers the Command Property Accountability Program.
- (14) Develops and administers the Command Supply Discipline Program in accordance with AR 710-2 and conducts the associated Command Supply Inspection Program.
- (15) Develops, administers, and conducts the Command Logistics Review Program in accordance with AR 11-14.
- (16) Develops, provides staff supervision, and administers the traffic management program for the command.
- (17) Manages the Commercial Design (Administrative, Special Design, and Mission) Vehicle Fleet for the command.

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INSCOM Reg 10-2

4 August 1981

(18) Exercises the responsibilities of the Command G-2 for Intelligence Property of all INSCOM units in accordance with AR 380-143.

(19) Performs staff visits to subordinate units and conducts liaison visits with DA, its subordinate MACOM's and activities, NSA, and other DOD activities as required to plan, coordinate, supervise, and evaluate supply and logistic service activities of the command.

(20) Reviews and coordinates those Basis of Issue Plans (BOIP's) for common items of equipment being developed as replacements for items currently in use within the command.

(21) Makes arrangements for emergency supply support assistance to resolve operational supply problems when required.

(22) Provides augmentation of the DCSOPS Command Center, when activated, as the principal logistics advisor.

(23) Reviews contingency plans of INSCOM Headquarters and subordinate units to identify and develop plans to meet supply and logistic service requirements.

## e. Maintenance Division

(1) Implements systems and concepts necessary for maintenance support of EW/SIGINT/INTEL equipment and systems.

(2) Monitors maintenance records and reports submitted by subordinate units and takes corrective action as required.

(3) Interfaces, coordinates, and implements NSA, DA, and DARCOM maintenance policies and programs.

(4) Provides staff supervision for the Maintenance Assistance and Instruction Team (MAIT) program and assures that INSCOM units are provided assistance through the MAIT or from local commands.

(5) Initiates and monitors INSCOM contract maintenance services Programs for INSCOM units.

(6) Coordinates user requirements in maintenance support planning and introduction and maintenance support of new equipment with NSA, DARCOM, and INSCOM units authorization documents and new materiel publications and provides information to NSA, DARCOM, and INSCOM units.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(7) Reviews technical publications, authorization documents, and new materiel publications and provides information to NSA, DARCOM, and INSCOM units.

(8) Coordinates with TRADOC and NSA for maintenance man-hour accounting.

(9) Reviews and coordinates with DCSOPS EW/SIGINT/INTEL maintenance training programs.

(10) Supervises the Army Maintenance Management System within INSCOM.

(11) Evaluates information submitted to this headquarters concerning maintenance concepts and alteration of materiel, and provides assistance and guidance to INSCOM units.

(12) Monitors the Modification Work Order (MWO) Program for aircraft and EW/SIGINT/INTEL systems.

(13) Reviews equipment serviceability criteria for INSCOM equipment and systems and provides comments to DARCOM/NSA.

(14) Provides the calibration coordination and supervises the Army Calibration Program for the command.

(15) Supervises the Command Test, Measurement, and Diagnostic Equipment (TMDE) standardization program.

(16) Supervises the Equipment Improvement Report (EIR) program.

(17) Prepares all maintenance CIT's for subordinate units of the INSCOM.

(18) Provides staff supervision, coordinates and recommends depot overhaul programs for INSCOM equipment.

(19) Provides staff supervision of aviation maintenance.

(20) Coordinates Command input to maintenance portions of DA Closed Loop Program for aircraft, airborne systems, and associated ground support equipment.

(21) Monitors inventory status, readiness, and utilization of aircraft within the Command.

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INSCOM Reg 10-2

4 August 1981

(22) Coordinates with the U.S. Army Troop Support and Aviation Materiel Readiness Command on all aircraft depot modification and overhaul programs.

(23) Develops certification standards for maintenance of INSCOM equipment.

(24) Manages, analyzes, and summarizes the materiel readiness reporting and status of subordinate units and activities.

(25) Monitors the recertification and maintenance of all EW/SIGINT antenna systems.

## f. Installations Division

(1) Administers the INSCOM portion of the DA Military Construction Army (MCA) Program, in accordance with AR 415-15, viz:

(a) Programs for INSCOM construction requirements in order of priority dictated by the needs, functions, and missions of the command in CONUS and all overseas areas.

(b) Insures that MCA program submissions are in conformity with current objectives, policies, and procedures and are projected as safeguarded defense information in accordance with AR 340-16.

(c) Insures that construction programs are maintained for INSCOM subordinate commands.

(d) Advises the Assistant Chief of Engineers and the appropriate construction service of any circumstances which either eliminates the need for or changes the required scope of a construction line item.

(e) Insures that construction of facilities peculiar to the INSCOM mission, on installations where the INSCOM is a tenant, is programmed by the command. Insures careful coordination with the appropriate installation commander and his parent major Army command.

(2) Exercises command responsibility for execution of projects approved under the authority of AR 415-35 (Minor Construction), viz:

(a) Reviews proposed projects and insures compliance with AR 415-35.

# UNCLASSIFIED

4 August 1981

-INSCOM Reg 10-2

(b) Approves the use of available funds and accomplishment of the work within their authority. Establishes controls necessary to insure that the final funded cost of projects does not exceed the approved amount.

(c) Submits recommended projects which exceed the INSCOM approval authority to DA.

(d) Conducts technical reviews of project plans and specifications.

(e) Provides technical advice and assistance on power operations and maintenance for the electrical distribution system.

(f) Provides technical advice and assistance on heating ventilation and air conditioning systems.

(g) Provides funding, technical review, and monitoring of OMA construction in sole user facilities which are required by the unit's mission peculiar requirements.

(h) Provides staff supervision for management of INSCOM family and bachelor housing.

(3) Validates all projects placed on the backlog of maintenance and repair (BMAR) by each installation under INSCOM control.

(4) Supervises the requisitioning and procurement of maintenance and service equipment.

(5) Supervises fire protection and prevention programs of INSCOM installations and activities.

(6) Reviews and approves the supply procedures for procurement of facility engineer supplies.

(7) Consolidates and validates the Unconstrained Requirements Report and the Technical Data Report.

(8) Conducts visits and inspections of facilities annually to insure proper management of real property maintenance activity.

(9) Directs the management of the command's natural resource/energy conservation program.

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(10) Directs the Pest Control Program and reports to DA.

(11) Consolidates and validates the Utility Management Report. Formulates policy and management directives to improve the efficiency of the operations.

(12) Establishes an organizational structure to plan, execute, and monitor environmental programs.

(13) Formulates and executes an environmental program which fully supports the achievement of the Army's environmental goals and objectives.

(14) Monitors and controls the environmental projects and activities of subordinate commands and installations.

(15) Reviews, consolidates, and forwards to DA, reports from subordinate installations and activities concerning environmental projects and activities.

(16) Manages the Leased Family Housing Program for INSCOM CONUS and DIS Army personnel.

**g. Fixed Station Engineering Division**

(1) Establishes requirements for fixed operational facilities to include building floor plans, power requirements, lighting, air conditioning, antenna fields, transmission lines, and radio frequency (RF) terminals.

(2) Prepares detailed floor plans for positions in fixed operational facilities.

(3) Exercises staff supervision over the engineering and preparation of installation specifications.

(4) Prepares and maintains current CITS for fixed station and training facilities.

(5) Programs and supervises the scheduling of inside and outside installation teams.

(6) Participates in service tests of NSA and INSCOM equipment at fixed operational facilities.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

- (7) Acts as systems coordinator for projects.
- (8) Provides technical assistance to headquarters staff in performing inventories and issuing disposition instructions for mission equipment.
- (9) Provides technical assistance for equipment utilization surveys.
- (10) Prepares resource change proposals and provides assistance to headquarters staff in reprogramming activities.
- (11) Participates in programming activities and assists in the preparation of appropriate segments of the INSCOM Command Schedules. Verifies availability of equipment and ability to meet program schedule of deployment.
- (12) Provides representation at USSID 1000, USSID 402, and TECHINS 1038 meetings and reviews applicable documents concerned therewith.
- (13) Supervises planning for installation of new operational systems programmed for fixed INSCOM installations.
- (14) Provides technical representation at NSA/OSD equipment review meetings in support of the CCP.
- (15) Provides technical planning and guidance in support of INSCOM fixed station Radio Direction Finding Systems.
- (16) Participates in the preparation of purchase descriptions, technical descriptions, and other precontractual documentation for the procurement of equipment for installation in fixed operational facilities.
- (17) Provides representatives for tri-SCA equipment panels.
- (18) Monitors the engineering, test, evaluation, and corrective action taken with regard to EMI-RFI surveys for site evaluations.
- (19) Provides representation to Astronomics and Missiles Signals Engineering Group.
- (20) Reviews NSA SSP's and SRP's to determine operational space and equipment availability.

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(21) Provides staff supervision over the configuration management of fixed operational facilities and reviews recommendations for modifications, improvements, and updating of fixed station equipment, systems, and supporting facilities.

(22) Provides engineering assistance to INSCOM fixed stations as required.

(23) Provides staff supervision and direction of the command installation team.

(24) Initiates and monitors INSCOM expert technical assistance contracts (TRADEWIND/TRAPDOOR).

(25) Provides certification standards for and directs certification of newly installed antennas.

(26) Provides drafting services entailed in the preparation of engineering drawings, sketches, floor plans, rack elevations, charts, and other drafting aids needed in support of INSCOM.

(27) Prepares detailed data sheets and appropriate forms required for input to PDS, CIT, TDA, and SB 700-20.

(28) Computes equipment requirements for INSCOM fixed stations and provides disposition/redistribution instructions for fixed station equipment.

(29) Initiates systems coordinating papers for resources directed at operational support and logistics.

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4 August 1981

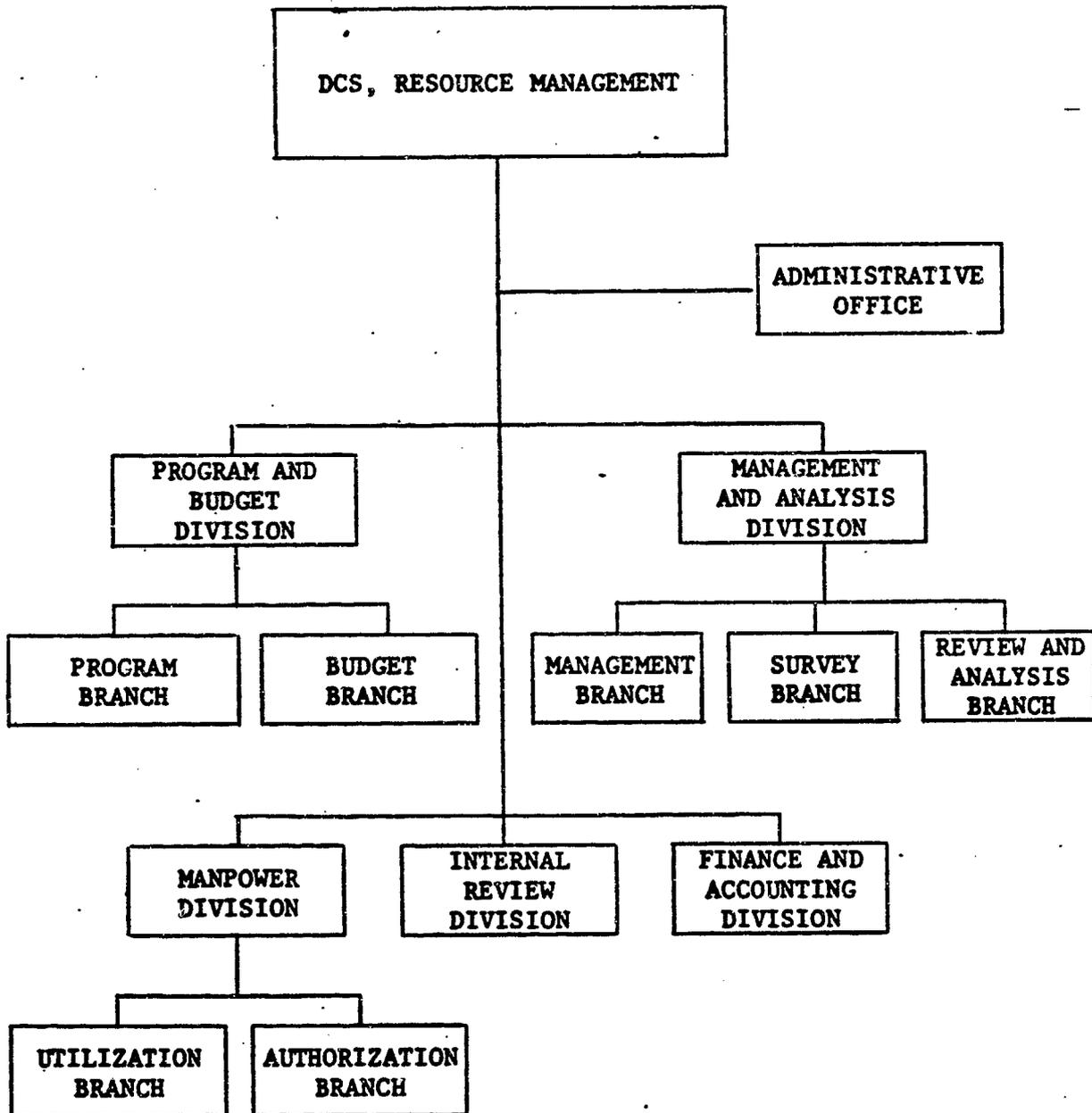
INSCOM Reg 10-2

**CHAPTER 4**  
**OFFICE OF DCS, RESOURCE MANAGEMENT**

4-1

**UNCLASSIFIED**

OFFICE OF DCS, RESOURCE MANAGEMENT



CHAPTER 4

OFFICE OF THE DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT (U)

4-1. (U) GENERAL RESPONSIBILITIES:

(U) Serves as the Deputy Chief of Staff, Resource Management (DCSRM) for the U.S. Army Intelligence and Security Command (INSCOM) and is the principal staff officer in matters concerning management, financial management, and manpower management. Establishes and maintains administrative control of appropriated funds for which the commander is responsible under the provisions of AR 37-20. Exercises responsibility for manpower management and TAADS to include responsibility for activations/organizations, inactivations, discontinuances, and reorganizations of the active force. Develops and supervises the implementation of force requirements, administers the structure strength program, and exercises control over the manpower survey and equipment survey programs. Reviews and prepares financial and/or manpower annexes for operational and force development plans and development of resource management action plans as required. Administers the comptroller and the manpower/force management civilian career programs.

4-2. (U) RELATIONSHIPS:

(U) The Deputy Chief of Staff, Resource Management is responsible to the Chief of Staff for all activities of the office and for exercising staff supervision over the Finance and Accounting Activity.

4-3. (U) SPECIFIC FUNCTIONS:

a. (U) Deputy Chief of Staff, Resource Management

(U) Advises the commander, the staff, and subordinate commanders on resource management matters and is responsible for all activities of the office, to include the supervision of

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# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

b. (U) Administrative Office

- (1) (U) Assists DCSRM in all matters pertaining to internal management.
- (2) (U) Provides administrative support to all elements of the office.
- (3) (U) Maintains a system for control of classified documents and correspondence.
- (4) (U) Serves as the point of contact for staff actions.
- (5) (U) Maintains pertinent files, personnel records, and prepares administrative type reports.
- (6) (U) Processes civilian personnel actions and maintains control records on position and personnel in the office.

c. (U) Program and Budget Division

(U) Directs, coordinates, develops, and monitors programing and budgeting matters.

(1) (U) Program Branch

(a) (U) Supervises and represents the command in the development of resource programs (Consolidated Cryptologic Program (CCP), General Defense Intelligence Program (GDIP), Security and Investigative Activities (S&IA), Foreign Counterintelligence (FCI), and Program Analysis and Resource Review (PARR)) for submission to Department of the Army, National Security Agency/Central Security Service (NSA/CSS), Defense Intelligence Agency (DIA), and Department of Defense. Assists in coordination and submission of the COMSEC Resources Program (CRP).

(b) (U) Reviews, interprets, and analyzes, DIA, NSA/CSS, and DA programing/reprograming guidance to develop and issue programing guidance to the INSCOM staff and subordinate units. Formulates resource guidance for the Five Year Defense Plan (FYDP) program years to include addressing resource alternatives and the establishment of resource level of allocations.

# UNCLASSIFIED

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(c) (U) Develops, reviews, coordinates, and maintains the CCP, GDIP, S&IA, FCI, PARR, and CRP portion of the FYDP; and coordinates the preparation of the Consolidated Intelligence Resource Information System (CIRIS).

(d) (U) Monitors and analyzes DA, DIA, and NSA/CSS planning, programing, and budgeting actions for impact on programing.

(e) (U) Serves as the command point of contact with DOD activities, DA, and other major commands on resource programing matters.

(f) (U) Insures DOD, DIA, NSA/CSS, DA, and command program decisions are made available to the appropriate DCSRM divisions in order to adjust the command's budget year and current year resources.

(g) (U) Functions as the central coordinator for all actions emanating from the headquarters which have programing implications to insure overall balancing of resources and missions; integration of requirements, policies, programs, and resources; adherence to the approved program; and that resources are provided or adjusted to support new and modified missions.

(h) (U) Provides data and analytic assistance to the Select Committee in support of its deliberations and chairs the Program Guidance and Review Committee working group.

(i) (U) Exercises responsibility for all cost and economic analysis activities of the command.

(j) (U) Prepares, conducts, or participates in cost and economic analysis studies originating in INSCOM and higher and lateral commands.

(k) (U) Collects, stores, analyzes, and disseminates cost data required for cost and economic analysis.

(l) (U) Conducts trend and variance analyses of programs, activities, and installation costs, work forces, and workload.

(m) (U) Exercises proponency for development and publication of command supplement to AR 11-18, Cost Analysis Program, and AR 11-28, Economic Analysis and Program Evaluation for Resource Management.

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(n) (U) Serves as central control or release point for cost data statistics requested by DA or other agencies outside the command.

(2) (U) Budget Branch

(a) (U) Directs and coordinates the development and supervises the execution of the Command Operating Budget. Chairs and coordinates the activities of the Budget Review Committee. Advises on financial management matters. Serves as the command point of contact with DA and other major commands on budgeting matters.

(b) (U) Prepares instructions for the preparation and submission of budgets.

(c) (U) Prepares and defends the command budgets.

(d) (U) Supervises the execution of Approved Annual Funding Programs.

(e) (U) Develops plans and establishes objectives necessary to insure the effectiveness of command financial management.

(f) (U) Analyzes DA budget and manpower guidance; publishes budget and manpower guidance; and provides guidance to subordinate units, installations, and activities.

(g) (U) In coordination with the program directors, develops requirements for the INSCOM management structure.

(h) (U) Maintains informal records and monitors utilization of funds for headquarters staff activities.

d. (U) Management and Analysis Division

(U) Supervises the field activities organizational structuring, management improvements, management studies and analyses, DCSRM information systems, and manpower and equipment surveys.

(1) (U) Management Branch

(a) (U) Develops and conducts the Management Information Requirements Program. Administers the Management Information Requirements Program in accordance with pertinent Army regulations.

# UNCLASSIFIED

**UNCLASSIFIED**

4 August 1981

INSCOM Reg 10-2

(b) (U) Establishes and maintains the INSCOM Organization and Functions Regulation (AR 10-53). Maintains proponency for command mission and functions regulations.

(c) (U) Formulates command policy on organizational structuring and functional alignment of field activities.

(d) (U) Recommends command policy concerning management programs.

(e) (U) Serves as point of contact with DA regarding management improvement programs.

(f) (U) Administers the DA Productivity Improvement Program in accordance with pertinent Army regulations to include methods and standards, management improvement incentives, idea interchange, management training, productivity/OUTPUT measurement, cost reduction, and quick return on investment program (QRIP).

(g) (U) Conducts internally generated, multifunctional management studies and analyses as directed by the commander, chief of staff, or DCSRM.

(h) (U) Develops procedures and forms to obtain data for preparation and submission to DA, INSCOM quarterly reports of investigations and related activities under AR 381-125 and to collect performance data for program managers to measure and evaluate performance and improve productivity under AR 5-4.

(i) (U) Develops procedures and forms to collect end strength, man-years, and funds expended by project on the GDIP (HUMINT) Program and provide summary report to INSCOM HUMINT Program Director and DA.

(j) (U) Gathers and combines data information for the preparation of the annual historical report concerning the office.

(2) (U) Survey Branch

(a) (U) Analyzes major mission and workload changes, establishes impact on command manpower configuration, and develops solutions for major manpower force structure problems.

**UNCLASSIFIED**

(b) (U) Directs and administers manpower and equipment utilization and requirements surveys of all units and activities. Plans/trains surveyors and coordinates efforts of all surveys, and serves as command representative to all commanders being surveyed.

(c) (U) Projects and budgets future fiscal year Manpower and Equipment Survey Schedule cycles respecting fiscal, physical, and other constraints imposed by current policy.

(d) (U) Directs the Manpower and Equipment Survey Program. Reviews and interprets DA manpower and equipment regulations and directives, and publishes implementing instructions as required.

(e) (U) Recommends management studies, realignment/reorganization studies be initiated based on views obtained by onsite manpower/equipment survey or in-house review of actions/requests which indicate productive cost effectiveness.

(f) (U) Utilizes established standards and local appraisals and determines minimum manpower requirements for mission accomplishment.

(g) (U) Reviews and evaluates special manpower requirements/actions submitted between regularly scheduled manpower surveys. Determines impact that recommended manpower requirements will have upon capability of installations/activities to accomplish their assigned missions.

(h) (U) Responds to reports requirements associated with Survey Branch manpower requirements and equipment survey functions.

(3) (U) Review and Analysis Branch

(a) (U) Conducts and administers a continuous review and analysis of performance and progress against mission objectives with respect to command programs and presents evaluations on these matters, as required, to the commander.

(b) (U) Compiles and prepares the Quarterly Program Review for publication.

(c) (U) Formulates command policy in the areas of program, review, and analysis.

4 August 1981

INSCOM Reg 10-2

(d) (U) Develops and conducts the INSCOM Management by Objectives Program.

(e) (U) Provides review and analysis consulting services to all command and staff elements.

(f) (U) Coordinates and publishes the Headquarters Staff Information Guide.

e. (U) Manpower Division

(U) Develops manpower policies, plans, procedures in the implementation of the INSCOM manpower programs. Acts as chairperson for the Manpower Requirements and Review Board of Headquarters Program Budget Advisory Committee (PBAC). Provides interface with HQDA on manpower matters.

(1) (U) Utilization Branch

(a) (U) Allocates INSCOM military and civilian manpower in accordance with established command priorities. Manages the INSCOM Manpower Voucher System.

(b) (U) Manages and allocates manpower resources by major Army program within the appropriate Army Management Structure Code (AMSC) to include officer, warrant officer, enlisted, and civilian by grade.

(c) (U) Reviews and maintains cognizance over missions, functions, and workloads assigned to units. Maintains close coordination with headquarters program managers to insure that manpower allocations are in line with command objectives and missions.

(d) (U) Prepares quarterly submission of the INSCOM Manpower Utilization and Requirements Report (RCS: CSFOR-78).

(2) (U) Authorization Branch

(a) (U) Manages the INSCOM portion of the Army Authorization Document System (TAADS).

(b) (U) Promulgates policies and procedures for accurate and standardized preparation of TDA/MTOE.

(c) (U) Documents mobilization and active MTOE and TDA for the command.

(d) (U) Coordinates requests of subordinate commands for deviation from established authorization document policies and procedures.

(e) (U) Publishes permanent orders on all approved TDA/MTOE authorization documents.

(f) (U) Forwards documents to DA for review, final approval, and inclusion in DA TAADS system.

(g) (U) Performs and coordinates post publication review and analysis of DA approved documents.

(h) (U) Performs INSCOM resource structuring resulting from DOD, DA, and Headquarters Staff Manpower Force Management actions; i.e., POM, PARR, Total Army Analysis (TAA).

f. (U) Internal Review Division

(1) (U) Establishes and directs commandwide programs that are consistent with HQDA policies and procedures. Also interprets policy and regulatory requirements and provides guidance to subordinate organizations.

(2) (U) Develops and executes annual Internal Review Program providing for objective evaluations of known or suspected problem areas, reports pertinent facts, and makes constructive recommendations for problem resolutions.

(3) (U) Evaluates annual programs and actual accomplishments of and maintains surveillance of internal review operations at all subordinate installations and activities.

(4) (U) Conducts audits of nonappropriated fund instrumentalities for which the command has audit responsibility on a biennial basis.

(5) (U) Provides command liaison and coordination with representatives of the U.S. General Accounting Office, Defense Audit Service, and U.S. Army Audit Agency regarding scheduled examinations or audits; coordinates replies to audit reports prepared; and performs followup reviews on actions taken to correct deficiencies or irregularities reported.

**UNCLASSIFIED**

4 August 1981

INSCOM Reg 10-2

(6) (U) Analyzes, compiles, and disseminates audit trend data reflecting potential problem areas.

(7) (U) Performs exploratory reviews of potential internal control problems in areas subject to waste, embezzlement, unauthorized diversion of resources, or erroneous records. Also performs reviews of problem areas as directed by the commander.

(8) (U) Evaluates internal controls established to prevent or reduce the possibility of introducing erroneous or fraudulent transactions into existing or proposed manual or automated systems.

(9) (U) Determines the adequacy of compliance with statutory and regulatory requirements.

(10) (U) Provides advice to senior managers and commanders.

(11) (U) Verifies that practices and performances are consistent with governing regulations and evaluates the effectiveness of procedures or systems.

g. (U) Finance and Accounting Division

(1) (U) Exercises staff responsibility for finance and accounting activities within the command.

(2) (U) Establishes and maintains control of all appropriated funds allocated to the command.

(3) (U) Formulates policy and develops implementing procedures for appropriated fund financial accounting systems.

(4) (U) Develops TDY policy and procedures for the command.

(5) (U) Provides guidance on the propriety of charges to appropriated funds and develops policy on the appropriate use of each appropriation.

(6) (U) Participates in the functional development of policies, systems, and procedures for accounting operations on ADPE.

(7) (U) Receives, evaluates, and processes reports of violations of laws and regulations governing control of funds.

**UNCLASSIFIED**

**UNCLASSIFIED**

INSCOM Reg 10-2

4 August 1981

(8) (U) Conducts quality assurance/staff visits at installations/activities in accordance with AR 11-37 and other directives.

(9) (U) Supervises systems procedures and entitlements relating to pay and allowances, commercial accounts, and travel.

(10) (U) Coordinates the operation of banking facilities.

(11) (U) Administers the Army Savings Bond Program.

(12) (U) Establishes and implements policy and procedures in the granting of relief from property accountability by report of survey and other means.

(13) (U) Advises on propriety of using .012 contingency funds and serves as certifying officer of .012 disbursements.

(14) (U) Certifies the reasonableness of real estate claims from civilian employees on PCS moves.

(15) (U) Maintains operating agency financial accounting records for appropriated funds allocated to the headquarters by DA and allotted to installations.

(16) (U) Reviews, verifies, reconciles, classifies, and consolidates financial accounting data contained in appropriated fund, cost, and related reports from installations in preparation of monthly and annually certified DA submissions.

(17) (U) Exercises responsibility for all nonappropriated fund accounting and reporting functions within the command.

(18) (U) Administers the military pay administration quality assurance program.

(19) (U) Processes payment of expenses incurred in conjunction with PCS and TDY travel involving personnel in sensitive, classified operations.

(20) (U) Provides financial data to program directors and budget officers on utilization of funds.

(20) (U) Exercises staff and technical supervision over the use of paid overtime.

4-12

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4 August 1981

INSCOM Reg 10-2

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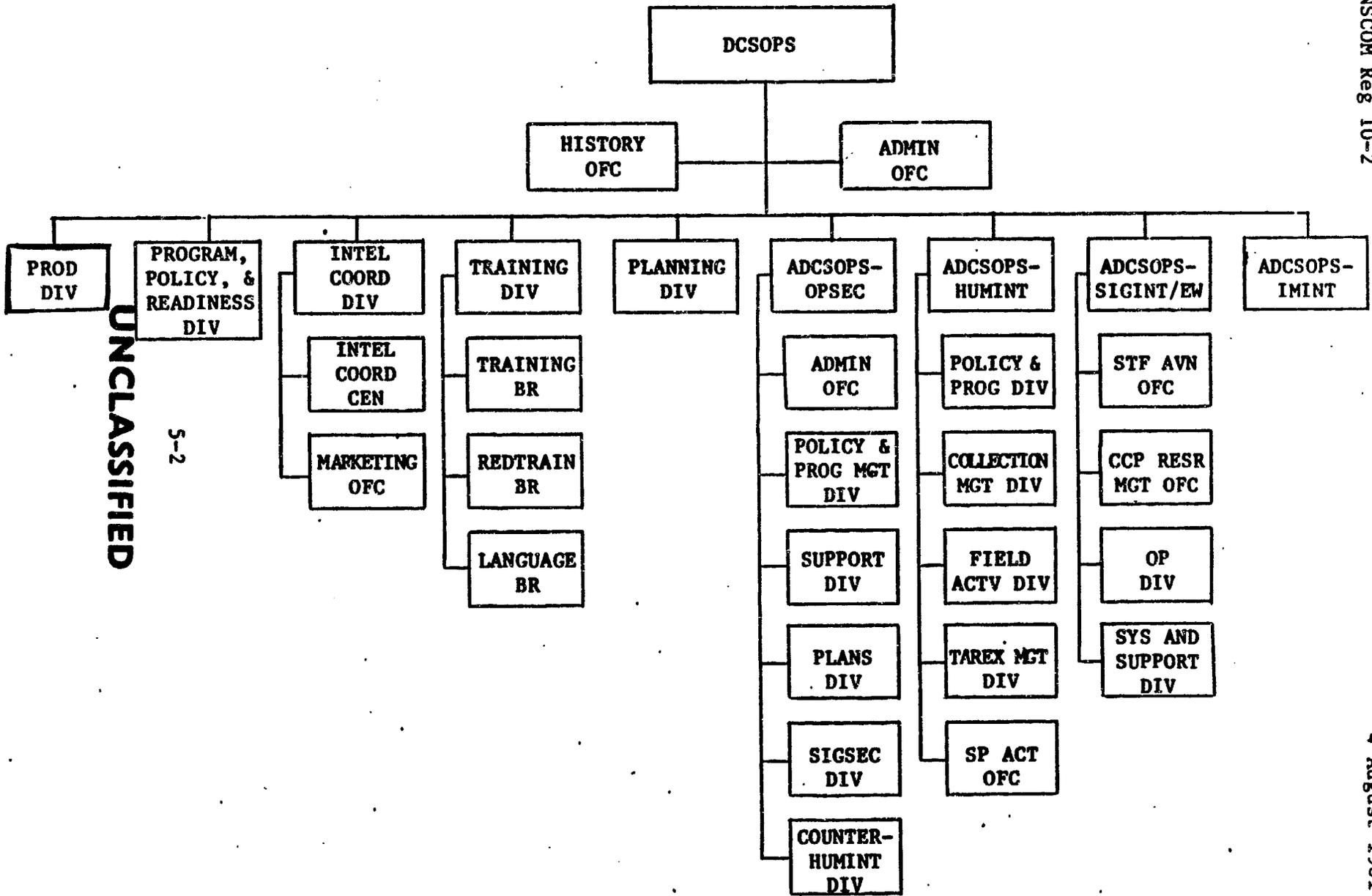
**DEPUTY CHIEF OF STAFF, OPERATIONS**

5-1

**UNCLASSIFIED**

OFFICE OF DCS, OPERATIONS

INSCOM Reg 10-2



UNCLASSIFIED

5-2

UNCLASSIFIED

4 August 1981

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C2, INSCOM Reg 10-2

CHAPTER 5

OFFICE OF THE DEPUTY CHIEF OF STAFF, OPERATIONS (U)

5-1. (U) GENERAL RESPONSIBILITIES:



5-2. (U) RELATIONSHIPS:

(U) The Deputy Chief of Staff for Operations is responsible to the Chief of Staff for all activities of the office.

5-3. (U) SPECIFIC FUNCTIONS:

a. (U) DCS, Operations

(U) Advises the commander, the staff, and subordinate commanders on all multidiscipline intelligence collection, exploitation, production,

training, electronic warfare, operational security, and aviation matters, and is responsible for all activities of the office.

b. (U) Administrative Office

(U) Provides administrative support and assistance to all ODCSOPS elements.

c. (U) History Office

(1) (U) Supervises implementation of DA historical policies and directives. Plans, formulates, and coordinates INSCOM Historical Program and exercises staff supervision over historical activities of INSCOM subordinate units.

(2) (U) Conducts research and interviews during course of preparing required reports, monographs, and studies.

(3) (U) Supervises the acquisition, security, and maintenance of historical properties. Manages and preserves items designated as INSCOM art objects.

(4) (U) Maintains historical publications listed in DA circulars of the 870 series.

d. (U) Production Division

(1) (U) Advises and assists the DCSOPS in the execution of his Program Directorship responsibilities for intelligence and threat analysis production matters.

(2) (U) Develops mission statements, concepts of operations, and supporting policies for INSCOM general intelligence and threat production activities.

(3) (U) Serves as the INSCOM point of contact ensuring implementation of DA policy for intelligence and threat production support to force, combat and material development and training communities.

(4) (U) Develops INSCOM's wartime production missions.

(5) (U) Develops strategy and assists the DCSOPS in managing General Defense Intelligence Program (GDIP) program/budget actions.

(6) (U) Develops concepts to ensure that INSCOM production resources are responsive to production requirements of MACOMs, departmental and national-level decision makers.

(7) (U) Develops production policies to provide effective correlation and coordination of INSCOM collection, production and security activities.

(8) (U) Establishes INSCOM policy necessary to insure coordinated INSCOM general intelligence and threat production activities worldwide.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(9) (U) Interfaces with, and monitors activities of National Intelligence Community, departmental intelligence agencies and other major Army commands regarding matters of general intelligence and threat production.

(10) (U) Develops INSCOM policy for production-related topographic and weather support.

e. (U) Program, Policy, and Readiness Division

(1) (U) Provides advice and assistance to the DCSOPS on all organizational analysis and evaluation matters.

(2) (U) Performs specified tasks for the reorganization or realignment of the ODCSOPS mission/functions as well as ODCSOPS internal elements.

(3) (U) Advises and assists the DCSOPS on the accuracy and completeness of the operational mission and relationships.

(4) (U) Serves as the principal staff office responsible for the acquisition, interpretation, and dissemination of White House, Congressional, NSC, DOD, CIA, DIA, NSA/CSS, MILDEPS, and other Governmental agencies' policies impacting upon the operational mission of INSCOM.

(5) (U) Acts as the ODCSOPS central coordinating office for MOU/MOA's in collaboration with ODCSOPS elements for which DCSOPS is either the staff proponent or has vital interest.

(6) (U) Serves as the primary action office on specified SAO tasks relating to the compartmented portion of INSCOM's operational mission.

(7) (U) Maintains a central repository and policy reference file on specified major policy documentation bearing upon INSCOM's operational mission.

(8) (U) Serves as the project office for the coordination and conduct of certain joint actions emanating from within CIA, NSA/CSS, DIA, JCS, or the MILDEPS on operational matters affecting INSCOM's operational mission.

(9) (U) Serves as central coordinator for overall program/budget actions under DCSOPS Program Director responsibility (P2-IRA/TCP; P3-CCP, GDIP, FCI, S&IA, CRP; and P8-Training).

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(10) (U) Develops strategy and manages P2 resource issues in coordination with the Headquarters, INSCOM, staff.

(11) (U) Provides advice and assistance concerning the combat/operational readiness posture of subordinate units. Administers the command readiness program. Operates the INSCOM portion of the JCS force status and identity reporting system.

(12) (U) Conducts operational reporting within DOD and DA systems (JRS, DACCS, WWMCCS, and assigned NSA reports).

(13) (U) Functions as Headquarters, INSCOM, operator for the DA Master Priority List (DAMPL). Supervises documents and monitors unit permanent change of station movements and other actions relating to assignment and organizational changes.

(14) (U) Serves as staff liaison for cover and deception in accordance with The Army Capabilities Plan.

## f. (U) Intelligence Coordination Division

(U) Establishes and implements procedures/methodologies which promote mutual support and coordination of effort among INSCOM subordinate collection/production activities; prepares intelligence interface regulations/working aids; plans for the focus of command assets in support of high priority Army missions; conducts indepth, multidiscipline studies of geographic/topical targets, analyzes collection capabilities against tasking, recommends enhancements to operational resource distribution, national/military department coordination and intelligence dissemination; proposes and implements organizational improvements. Operates telecommunications and provides crisis management support for the INSCOM staff. Manages command participation in DA and JCS exercise training.

### (1) (U) Intelligence Coordination Center

(a) (U) Formulates policy and planning guidance for multi-discipline intelligence operations and interface.

(b) (U) Conducts intelligence requirements analysis on collection capabilities, priorities, and gaps.

(c) (U) Manages the INSCOM Operations Center (with staff augmentation) in support of emergency/contingency operations and wartime transition.

(d) (U) Maintains an intelligence situation overview.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(e) (U) Operates electrical telecommunications (OPSCOMMS) between Headquarters, INSCOM, and DA, field operating units, and selected DOD agencies. Provides limited courier services within the Washington, D.C., area.

(f) (U) Coordinates with military and Defense Department activities/agencies in order to accomplish missions and tasks.

(g) (U) Drafts for publication implementing regulations and directives related to assigned functions.

(h) (U) Prepares ODCSOPS positions and recommends concepts concerning friendly force structure, organization, and missions.

(i) (U) Functions as the primary staff proponent for planning, coordinating, and supervising INSCOM participation in command, post, and field training exercises.

(2) (U) Marketing Office

(a) (U) Develops and conducts a multimission approach and program of requirements identification and INSCOM client assistance.

(b) (U) Develops methodology and prioritization for the establishment of client-related operations.

(c) (U) Develops user intelligence requirements profile and compares client requirements, as stated in mission documents, with requirements that are validated and tasked to INSCOM.

(d) (U) Serves as user-feedback mechanism for DCSOPS, staff, and subordinate commanders.

g. (U) Training Division

(U) Provides staff supervision and centralized coordination of INSCOM military training and language activities; provides policy guidance to other MACOM's and staff, and insures implementation and conduct of the multidiscipline REDTRAIN Program in accordance with AR 350-3; and manages the INSCOM MOBDES Program (INSCOM Regulation 140-1).

(1) (U) Training Branch

(a) (U) Provides staff supervision and centralized coordination for INSCOM individual and unit training. Establishes requirements and

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INSCOM Reg 10-2

4 August 1981

standards for training of INSCOM personnel by TRADOC, NSA/CSS, other military commands or Governmental agencies, and nongovernmental institutions; and assesses the effectiveness of training.

(b) (U) Exercises staff supervision over the U.S. Army Russian Institute (USARI), Garmisch, Federal Republic of Germany (GE).

(c) (U) Programs, procures, and allocates TDY quotas for training to include assisting TRADOC and MILPERCEN in this function; reviews and coordinates contract training.

(d) (U) Provides MACOM policy, guidance, assistance, and evaluation of Skill Qualification Testing (SQT) to TRADOC, MILPERCEN, and DA; and monitors Training Standards Officer (TSO) network for INSCOM.

(e) (U) Participates in the development and evaluation of training concepts, doctrine, system/equipment and organizational structure; reviews and coordinates publication of training literature and regulations; prepares training regulations, directives, and policies; determines requirements for aids/devices and audiovisual facilities and equipment.

(f) (U) Monitors Army occupational survey program within INSCOM; represents DCSOPS, INSCOM, on training committees, boards, working groups concerned with Army intelligence/EW training; manages training extension program; provides technical training advice and assistance to MACOM's to insure proficiency of personnel rotating between fixed-site and tactical systems.

(g) (U) Manages, within INSCOM, the qualitative aspects of the Officer Personnel Management System (OPMS) and the Enlisted Personnel Management System (EPMS).

(h) (U) Provides MACOM policy, guidance, assistance, and evaluation of the Army Continuing Education System (ACES) within INSCOM.

(i) (U) Provides resource management for the U.S. Army Russian Institute (USARI), readiness training (REDTRAIN), Training Division mission TDY, training course TDY (for military personnel), and the Army Continuing Education System (ACES).

## (2) (U) REDTRAIN Branch

(a) (U) Serves as the office of primary responsibility for the coordination of policy and related matters pertaining to the overall multidiscipline REDTRAIN Program.

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C2, INSCOM Reg 10-2

1 April 1982

(b) (U) Acts as interface between the individual INSCOM intelligence disciplines and major Army commands and national level agencies on matters pertaining to REDTRAIN Program.

(c) (U) Monitors and evaluates the Army-wide REDTRAIN Program and provides guidance and steerage as required.

(d) (U) Assists DA in defending and defining budget requirements submitted by major Army commands in relation to the Army-wide REDTRAIN.

## (3) (U) Language Branch

(a) (U) Provides staff supervision and centralized coordination for INSCOM language programs, both active and reserve, to include dissemination of doctrine, policy, and guidance.

(b) (U) Develops new concepts for language training and utilization of Army linguists.

(c) (U) Coordinates utilization of INSCOM linguists to support contingency missions.

(d) (U) Evaluates training programs for INSCOM linguists.

(e) (U) Represents INSCOM on committees, boards, and working groups dealing with language training, utilization of linguists, and related matters.

(f) (U) Reviews and coordinates dissemination of dictionaries, glossaries, and training aids in support of U.S. Army language program.

## h. (U) Planning Division

(1) (U) Manages the INSCOM operational planning system.

(2) (U) Provides staff supervision and centralized coordination for all INSCOM operational planning activities.

(3) (U) Develops command emergency plans that are required for implementation in times of crisis, natural disaster, or national or local emergency.

# UNCLASSIFIED

C2, INSCOM Reg 10-2

1 April 1982

- (4) (U) Develops command contingency plans in support of existing higher or lateral headquarters' plans as directed by HQDA or the Commander, INSCOM.
- (5) (U) Coordinates, monitors, and directs the development of all Headquarters, INSCOM, action plans in response to specific operational or support taskings or requirements.
- (6) (U) Reviews and approves emergency and contingency plans prepared by major subordinate commands and headquarters staff elements for conformity with command requirements.
- (7) (U) Issues guidance for review and approval by Headquarters, INSCOM staff elements of action plans prepared by subordinate units.
- (8) (U) Effects necessary coordination with higher and lateral headquarters.
- (9) (U) Exercises primary staff responsibility for DCSOPS Planning and Reserve Activity Regulations and serves as the central repository for plans.
- (10) (U) Maintains Headquarters, INSCOM Plans Index/Inventory.
- (11) (U) Serves as the DCSOPS focal point on reserve component matters, RC Mobilization Planning and related activities, and manages the INSCOM MOBDES Program in coordination with the INSCOM US Army Reserve Component Advisor.

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4 August 1981

INSCOM Reg 10-2

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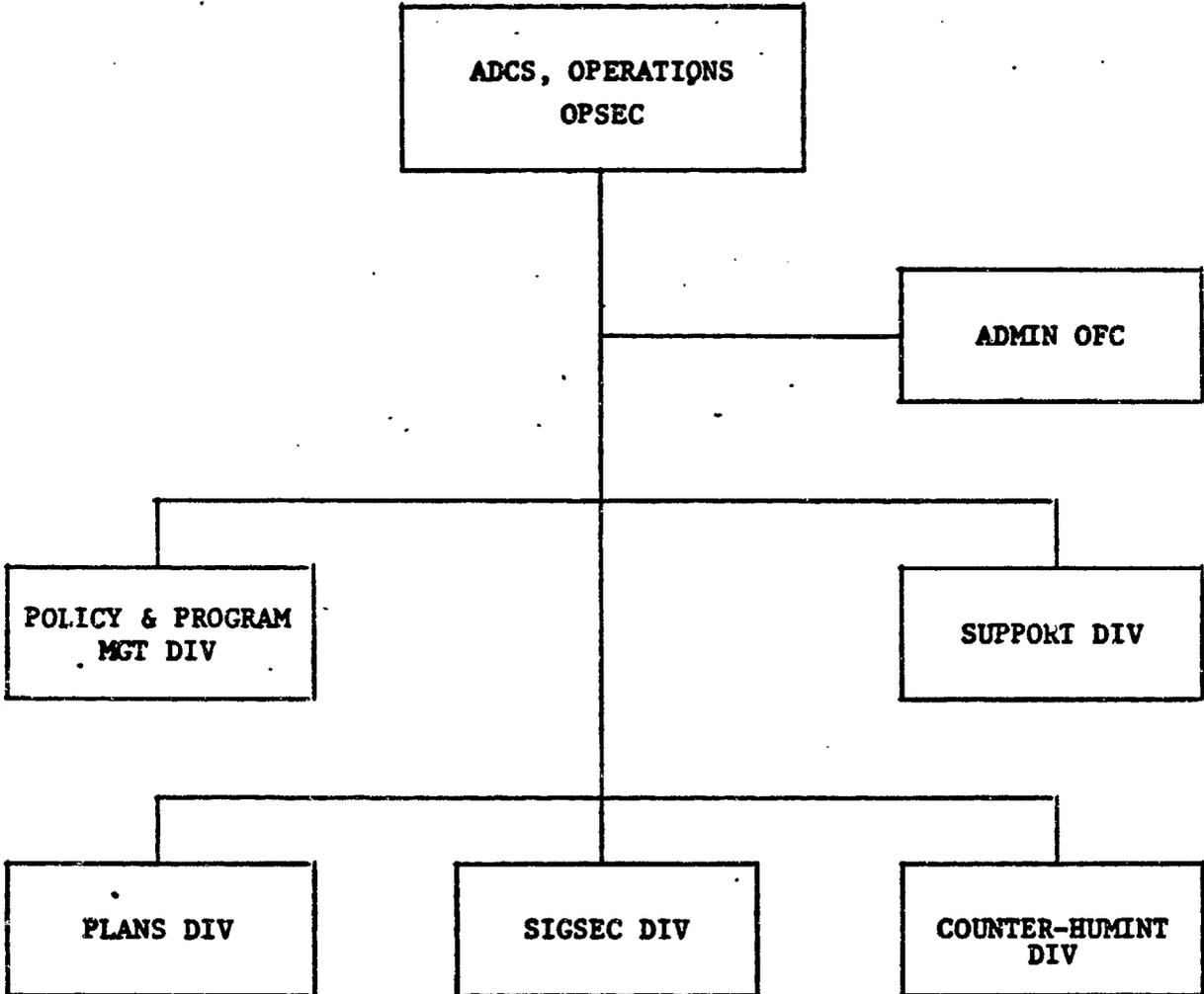
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INSCOM Reg 10-2

4 August 1981

**ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS  
OPERATIONS SECURITY**



1 March 1982

CI, INSCOM Reg 10-2

ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS  
OPERATIONS SECURITY

5-4. (U) GENERAL RESPONSIBILITIES:

(U) Directs and coordinates counterintelligence and signal security activities in the U.S. Army Intelligence and Security Command (INSCOM). Acts for the Commander, INSCOM, in the management, direction, control, monitorship, and coordination of signal security (SIGSEC), selected counterintelligence (CI), operations security (OPSEC) support, and polygraph activities, and as the program manager for CI/SIGSEC funds and resources. (The definition of the term OPSEC support, as used in this regulation, shall include those CI and SIGSEC functions which primarily support the U.S. Army OPSEC program.)

5-5. (U) RELATIONSHIPS:

(U) The Assistant Deputy Chief of Staff, Operations, Operations Security (ADCSOPS-OPSEC) is responsible to the DCSOPS for all activities of the office and for exercising operational control over the U.S. Army Central Security Facility (USACSF).

5-6. (U) SPECIFIC FUNCTIONS:

a. (U) ADCSOPS-OPSEC

(1) (U) Advises the commander, the staff, and subordinate commanders on counterintelligence (CI) services, operations security (OPSEC) support, signal security (SIGSEC), and counterintelligence investigation matters and is responsible for all activities of the office.

(2) (U) Develops, coordinates, and directs programs to support the Department of the Army (DA), major Army commands, and designated elements of the Department of Defense in the areas of OPSEC support and other CI/SIGSEC activities.

b. (U) Administrative Office

(1) (U) Provides administrative support to the Assistant Deputy Chief of Staff, Operations, Operations Security (ADCSOPS-OPSEC).

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C1, INSCOM Reg 10-2

1 March 1982

(2) (U) Functions as the central point of contact for all matters within the ADCSOPS-OPSEC.

c. (U) Policy and Program Management Division

(1) (U) Develops, coordinates, and implements OPSEC support policies within INSCOM.

(2) (U) Develops multidisciplined OPSEC support plans to counter all known or suspected foreign intelligence collection threats.

(3) (U) Participates in the development of national communications security (COMSEC) plans, doctrine, and memoranda.

(4) (U) Provides comments and recommendations to DA on Army publications pertaining to counterintelligence and signal security matters.

(5) (U) Represents INSCOM, as appropriate, on national, DOD, JCS, and DA technical boards, panels, committees, and working groups.

(6) (U) Maintains liaison with the National Security Agency (NSA) Office of COMSEC.

(7) (U) Establishes security criteria for disposal of Army COMSEC material.

(8) (U) Establishes policies and procedures for the production of COMSEC keying material when the Army is authorized such production.

(9) (U) Develops and coordinates INSCOM policy pertaining to AR 380-13 (Acquisition and Storage of Information Concerning Non-Affiliated Persons and Organizations), AR 190-53 (Interception of Wire and Oral Communications for Law Enforcement Purposes), the Freedom of Information and Privacy Acts, and EO 12036 (United States Intelligence Activities).

(10) (U) Monitors INSCOM Memoranda of Understanding and Letters of Instruction with other military organizations to ensure most efficient utilization of OPSEC resources.

(11) (U) Prepares and coordinates ADCSOPS-OPSEC input to management, programing, and budgetary matters.

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(12) (U) Provides guidance and assistance to subordinate units on matters concerning programs, manpower, equipment, and funds for OPSEC support resources.

(13) (U) Prepares the INSCOM portion of the COMSEC Resources Program (CRP), Security and Investigative Activities (S&IA), and the Foreign Counterintelligence (FCI) programs (less USAASD and USASOD) and forwards to DCSRM.

(14) (U) Reviews proposed program changes and recommends resource adjustments as necessary.

(15) (U) Maintains staff cognizance over all items related to the CRP, S&IA, and FCI programs (less USAASD and USASOD) within INSCOM.

(16) (U) Recommends and monitors procurement and issue of INSCOM counterintelligence and signal security programed equipment.

(17) (U) Coordinates with appropriate INSCOM and DA staff elements to ensure SIGSEC resources are planned, programed, and fielded throughout INSCOM and DA commands, Army-wide.

(18) (U) Recommends to DCS, Force Modernization, material requirements and basis of issue for unique OPSEC equipment used by INSCOM.

(19) (U) Develops a resources management reporting system for INSCOM OPSEC support activities.

(20) (U) Develops programs for conducting varied-intensity, multidiscipline OPSEC support to counter all known or suspected foreign intelligence.

(21) (U) Develops programs to provide technical guidance to all OPSEC support elements, including tactical support units.

(22) (U) Develops a program to evaluate the status of SIGSEC, Army-wide, for inclusion in the annual SIGSEC status report submitted to DA.

(23) (U) Develops and maintains Configuration Identification Tables (CIT) for SIGSEC positions.

(24) (U) Operates the central repository for U.S. Army Intelligence Badges and Credentials; manufactures, stores, accounts for, issues,

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

and disposes of all badges and credentials for CI special agents on a worldwide basis.

(25) (U) Manages the Army-wide Counterintelligence Badge and Trophy Program.

(26) (U) Develops, coordinates, and supplements INSCOM investigative, personnel security screening, and security support policies and procedures.

(27) (U) Exercises staff supervision over the Central Security Facility.

(28) (U) Provides declassification and downgrading recommendations for SIGSEC information.

d. (U) Support Division

(1) (U) Serves as the coordination office for the integration of CI and SIGSEC support to DA and selected DOD activities.

(2) (U) Prepares procedural guidelines for the scheduling of INSCOM OPSEC support services.

(3) (U) Validates, prioritizes, and schedules OPSEC support services worldwide in consonance with available resources and established validation and prioritization criteria.

(4) (U) Maintains current availability status of OPSEC support resources under the command and control of INSCOM.

(5) (U) Maintains current approved OPSEC support workload by category of service for each subordinate command.

(6) (U) Maintains a data base of completed, scheduled, and anticipated OPSEC support services to include discrepancies and problems observed during completed OPSEC support services.

(7) (U) Maintains a data base to support ADCSOPS-OPSEC management, programing, and budgetary functions.

(8) (U) Obtains and distributes specific threat data to support ongoing OPSEC support services and to assist in the validation and prioritization of OPSEC support services.

# UNCLASSIFIED

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

e. (U) Plans Division

- (1) (U) Coordinates requirements for specific intelligence collection activities to support OPSEC support services.
- (2) (U) Serves as the Army coordination office for the U.S. Army Port Security Program.
- (3) (U) Plans and coordinates OPSEC support to combined, joint, and Army exercises and maneuvers.
- (4) (U) Plans and coordinates the peacetime utilization training of ADCSOPS-OPSEC managed MDS.
- (5) (U) Plans and coordinates INSCOM CI/SIGSEC support to reserve components.
- (6) (U) Coordinates CI/SIGSEC support to INSCOM contingency operations.
- (7) (U) Monitors and evaluates the operational readiness of INSCOM CI and SIGSEC elements.

f. (U) Signal Security Division

- (1) (U) Exercises staff supervision over INSCOM COMSEC, ELSEC, and TEMPEST activities and technical control over non-INSCOM Army elements having COMSEC and ELSEC missions.
- (2) (U) Develops and publishes instructions and procedural guides in areas of staff responsibility to implement DA and INSCOM policy and plans.
- (3) (U) Monitors activities of INSCOM SIGSEC elements to ensure compliance with DA and INSCOM policies.
- (4) (U) Evaluates operational reports of INSCOM SIGSEC elements to determine adequacy of support and adherence to established policy and procedures, providing advice and assistance as required.
- (5) (U) Conducts quality control of reports of SIGSEC services to determine adequacy of service and appropriateness of findings and recommendations.

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(6) (U) Provides information for a data base of SIGSEC support services to include discrepancies and problems.

(7) (U) Provides criteria for prioritization/validation/scheduling of SIGSEC support services worldwide in consonance with supported commands' priorities and as approved by the ADCSOPS-OPSEC.

(8) (U) Monitors critical SIGSEC speciality career programs.

(9) (U) Administers certification program for cryptofacility inspectors.

(10) (U) Provides requirement recommendations for next generation/state-of-the-art SIGSEC equipment as required.

(11) (U) Assists in the development of SIGSEC support technical publications.

(12) (U) Reviews plans, directives, and training material (including programs of instruction) developed by MACOM's having SIGSEC implications to assure the adequacy of SIGSEC considerations and adherence to SIGSEC policy.

(13) (U) Provides SIGSEC advice and assistance to the White House Communications Agency, DA staff, MACOM's, and other DA/DOD activities as tasked.

(14) (U) Provides input for the annual report on the SIGSEC status to the Army.

(15) (U) Provides technical advice and assistance to the Army for communications cover.

(16) (U) Provides copies of TEMPEST test reports performed or sponsored by INSCOM and other related technical information as requested to the U.S. Communications Security Board Special Committee on Compromising Emanations (SCOCE).

(16) (U) Reviews and recommends to the Army the applicability of TEMPEST test and control measures developed by non-Army agencies.

(17) (U) Monitors TEMPEST exception operations Army-wide, maintains a data base on those exceptions, and provides DA and MACOM's a semiannual listing of those facilities that do not meet established standards.

# UNCLASSIFIED

# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(18) (U) Evaluates reports of physical and cryptosecurity violations.

(19) (U) Maintains data on high risk cryptofacilities designated by MACOM's.

(20) (U) Prepares and distributes lessons learned within SIGSEC activities.

g. (U) Counter-HUMINT Division

(1) (U) Exercises staff supervision over INSCOM polygraph, counterintelligence investigations, litigations, congressional inquiries, press and individual inquiries, Freedom of Information and Privacy Acts, the Investigative Repository, ADP systems security support, interception of wire or oral communications for law enforcement purposes, technical surveillance countermeasures, defense against methods of entry, investigative photograph, variable-intensity multidiscipline OPSEC support, and other CI activities.

(2) (U) Develops and publishes instructions and procedural guides in areas of staff responsibility to implement DA and INSCOM policy and plans.

(3) (U) Monitors INSCOM activities in areas of staff responsibilities to ensure compliance with DA and INSCOM policies.

(4) (U) Evaluates operational reports of INSCOM CI elements to determine adequacy of support and adherence to established policy and procedures, providing advice and assistance as required.

(5) (U) Conducts quality control of reports of OPSEC support services (less SIGSEC) to determine adequacy of service and appropriateness of findings and recommendations.

(6) (U) Provides information for data base on discrepancies and problems observed during completed OPSEC support services (less SIGSEC).

(7) (U) Provides criteria for prioritizations, validation, and scheduling of OPSEC support services (less SIGSEC).

(8) (U) Monitors the recruitment, training, and assignment of polygraph, TSCM, and ADP systems security personnel within INSCOM.

# UNCLASSIFIED

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

- (9) (U) Administers certification programs for INSCOM TSCM, polygraph, and ADP systems security personnel.
- (10) (U) Provides recommendations for the development, procurement, and distribution of TSCM and polygraph equipment.
- (11) (U) Assists in the development of OPSEC support (less SIGSEC) technical publications.
- (12) (U) Reviews plans, directives, and training material (including programs of instruction) developed by MACOM's having OPSEC support (less SIGSEC) to assure adequacy of OPSEC support considerations and adherence to policy.
- (13) (U) Provides central management (less request approval) for Army intelligence polygraph activities.
- (14) (U) Provides control management for Army TSCM activities.
- (15) (U) Determines correctness of administrative and technical justification for polygraph requirements within INSCOM and provides the authorizing representative with appropriate recommendations.
- (16) (U) Serves as Army Executive Agent for TSCM cross-servicing.
- (17) (U) Prepares recommendations for security requirements for next generation state-of-the-art ADP systems.
- (18) (U) Prepares and distributes lessons learned within CI/OPSEC support activities.

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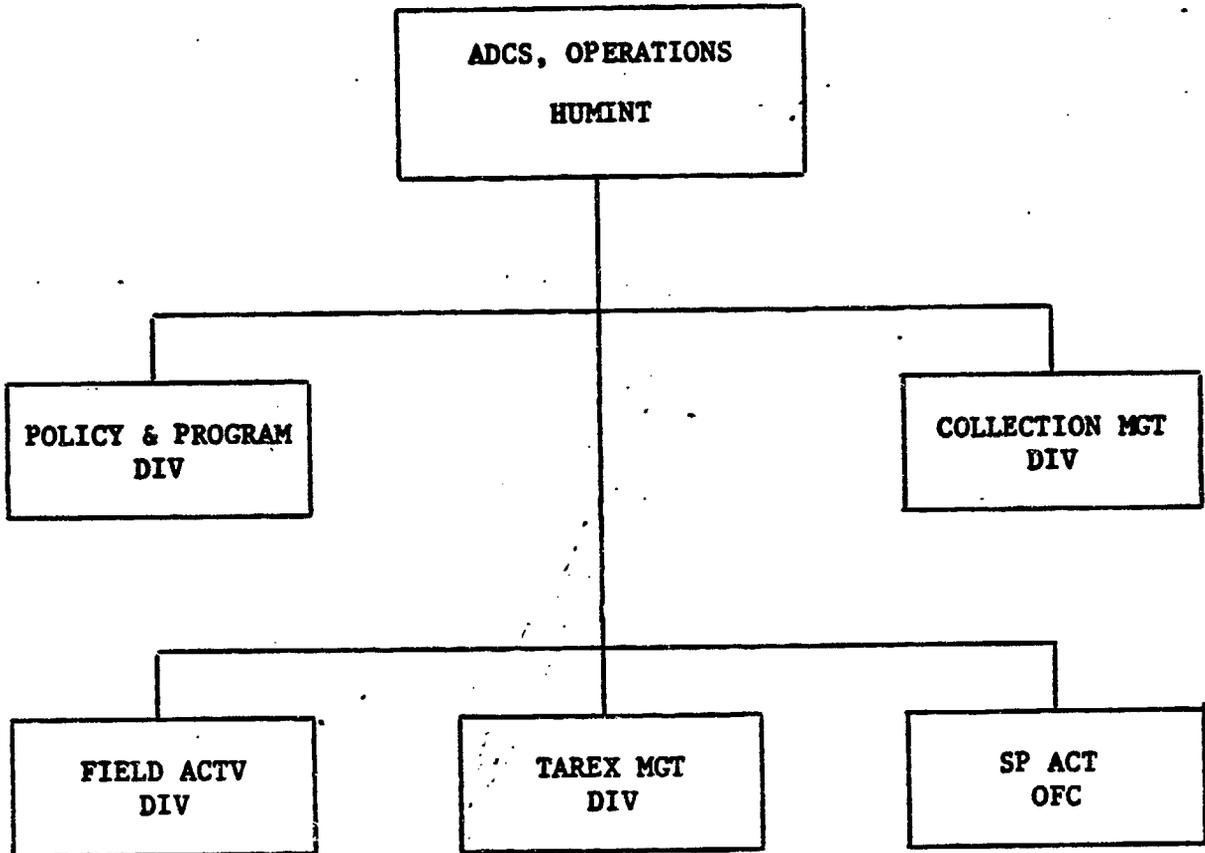
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INSCOM Reg 10-2

4 August 1981

## ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS HUMAN INTELLIGENCE



5-20

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4 August 1981

INSCOM Reg 10-2

ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS,  
- HUMAN INTELLIGENCE (U)

5-7. (U) GENERAL RESPONSIBILITIES:



5-8. (U) RELATIONSHIPS:

(U) The Assistant Deputy Chief of Staff, Operations, Human Intelligence (ADCSOPS-HUMINT) is responsible to the DCSOPS for all activities of the office.

5-9. (U) SPECIFIC FUNCTIONS:

a. (U) ADCSOPS-HUMINT

(1) (U) Supervises the conduct of national level liaison and coordination in support of INSCOM's HUMINT collection programs.

(2)



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INSCOM Reg 10-2

4 August 1981

(3) (U) Provides guidance for intelligence information exchange programs, and coordinates the release of classified reports and documents to foreign governments in support of HUMINT programs.

(4) (U) Approves release of organization and personality dossiers containing sensitive HUMINT information to other Government agencies.

(5) 

b. (U) Policy and Programs Division

(1) (U) Interprets HUMINT policies and develops implementing guidance for operational elements.

(2) (U) Reviews and consolidates input to draft regulations, directives, field manuals, collection and contingency plans and memorandums of agreement/understanding which impact on HUMINT administration, logistics, operations, and training.

(3) (U) Provides input to command programs/budgets in functional area to include the identification and initiation of new requirements and resource exchange proposals.

(4) (U) Provides justification and participation in HUMINT program/budget reviews within INSCOM and higher echelons.

(5) (U) Develops, coordinates, and makes recommendations for funding and manpower programs for subordinate units and activities.

(6) 

(7) (U) Provides interface on HUMINT portions of REDTRAIN, MOBDES ADT, and Environmental TDA ADT.

(8) (U) Reviews TOE's and TDA's of INSCOM HUMINT units.

(9) (U) Manages the ADCSOPS-HUMINT Word Processing System.

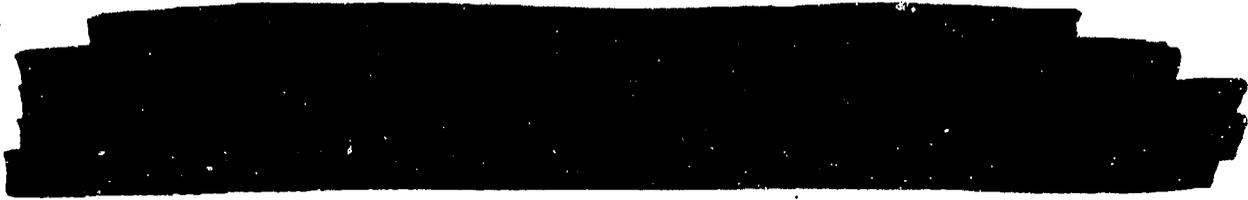
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4 August 1981

INSCOM Reg 10-2

c. (U) Collection Management Division



(1) (U) Requirements and Reports Branch

(a) (U) Manages the INSCOM Human Intelligence Tasking System (HITS), and serves as INSCOM interface with the Defense Intelligence Agency (DIA) HITS.

(b) (U) Provides guidance to HUMINT field collectors in the preparation of reports.

(c) (U) Compiles reporting and evaluation data to support ADCSOPS-HUMINT staff reviews and analyses of operational effectiveness of HUMINT collection programs and activities.

(d) (U) Maintains pertinent HUMINT collection reference material and prepares Statements of Intelligence Interest (SII).

(2) (U) Concepts and Targets Branch

(a) (U) Prepares the INSCOM HUMINT Collection Plan.

(b) (U) Maintains the HUMINT target system and oversees the preparation of Mission Target Analyses for HUMINT collection elements.

(c) (U) Monitors HUMINT operational effectiveness and mission accomplishment.

(d) (U) Provides guidance on collection emphasis, changing priorities, and new collection objectives identified in response to expressed consumer needs.

(3) (U) Biographics Branch

(a)



~~CONFIDENTIAL~~

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~~CONFIDENTIAL~~

INSCOM Reg 10-2

4 August 1981

(b) (U) Provides biographics support to INSCOM, the Army General Staff, U.S. Defense Attaches abroad, and, as requested, to other U.S. military and civilian intelligence and security agencies.

d. (U) Field Activities Division

[REDACTED]

(1) (U) Controlled Collection Branch

[REDACTED]

(2) (U) Overt Collection Branch

(U) Exercises staff supervision, technical guidance, and/or operational control over all INSCOM overt HUMINT operations, such as FOCF, FOIP, FORMICA, Emigre Exploitation Programs, REPA, debriefing and interrogation efforts, document exploitation and foreign liaison.

(3) (U) Source Management Branch

(a) (U) Maintains master source dossiers on assets of specific INSCOM elements.

(b) (U) Performs source administration in accordance with DIAM 58-11 for INSCOM HUMINT elements.

(c) (U) Performs periodic OPSEC reviews of sources and source operations.

(d) (U) Prepares releases of information and/or response to queries concerning all INSCOM HUMINT sources.

(e) (U) Establishes INSCOM RODCA control policy and provides for RODCA control for Headquarters, INSCOM, Fort Meade.

~~CONFIDENTIAL~~

4 August 1981

INSCOM Reg 10-2

e. (U) TAREX Management Division



f. (U) Special Actions Office

(U) Conducts specialized intelligence collection operations in response to INSCOM, departmental, and national intelligence needs. Manages and implements specialized training programs to maintain unit and personnel readiness. Maintains specialized communicative interface with supported agencies for nonstandard intelligence information reporting.

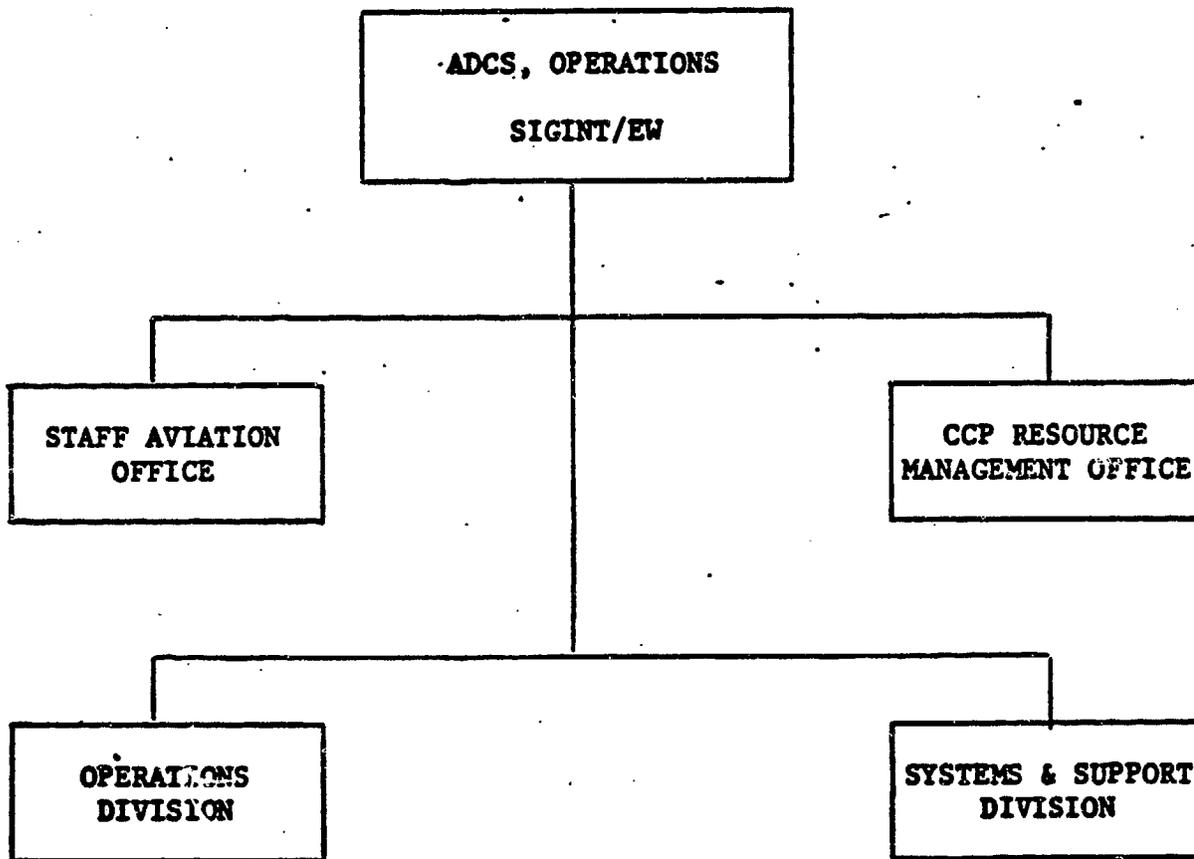
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INSCOM Reg 10-2

4 August 1981

**ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS,  
SIGNAL INTELLIGENCE, ELECTRONIC WARFARE**



~~CONFIDENTIAL~~

4 August 1981

INSCOM Reg 10-2

ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS,  
SIGNALS INTELLIGENCE, ELECTRONIC WARFARE (U)

5-10. (U) GENERAL RESPONSIBILITIES:

[REDACTED]

5-11. (U) RELATIONSHIPS:

(U) The Assistant Deputy Chief of Staff, Operations, Signals Intelligence, Electronic Warfare (ADCSOPS-SIGINT/EW) is responsible to the DCSOPS for all activities of the office.

5-12. (U) SPECIFIC FUNCTIONS:

a. (U) ADCSOPS, SIGINT/EW

(1) (U) Exercises INSCOM level staff supervision over SIGINT/EW/E-0 activities conducted by INSCOM field elements.

(2) (U) Conducts short-range operational planning pertaining to SIGINT/EW/E-0 and aviation related matters.

(3)

(4)

(5) (U) Responsible for single discipline SIGINT planning.

5-27

~~CONFIDENTIAL~~

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INSCOM Reg 10-2

4 August 1981

(6)

b. (U) Staff Aviation Office

(1) (U) Advises the DCSOPS and other staff agencies and the command group on aviation related matters.

(2) (U) Develops and/or provides aviation input to contingency plans, operational plans, orders and concepts, resources program changes, airborne systems development plans, and the life cycle management model of airborne systems.

(3) (U) Develops, supervises, and manages the INSCOM Aviation Standardization, Aviation Safety, and Flying Hour Programs.

(4) (U) Exercises major command review authority on Flight Evaluation Boards and Aircraft Accident Investigations.

(5) (U) Reviews, validates, and coordinates actions on such matters as aircraft requirements; aviation training; safety; capabilities; limitations; operational employment; life support equipment; aircraft survivability equipment; and aircraft, aviator, and aviation unit readiness.

(6) (U) Coordinates with TSARCOM, DA, and MACOM's concerning aviation requirements.

(7) (U) Coordinates with DA concerning allocation of mission aircraft.

(8) (U) Identifies and pursues new opportunities for utilization of SLAR, Quick Look, and Guardrail capabilities.

(9) (U) Coordinates with other services on ground mission opportunities which could be derived from their mission aircraft.

c. (U) CCP Resource Management Office

(1) (U) Provides the program director's resource management capability for the Consolidated Cryptologic Program (CCP), PE 381011.

(2) (U) Directs, supervises, and shepherds the preparation of the annual INSCOM CCP submission (PE 381011).

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# UNCLASSIFIED

4 August 1981

INSCOM Reg 10-2

(3) (U) Provides CCP input to command program/budget documents, to include identification and initiation of new requirements, resource reprogramming, and provides justification and participates in program/budget reviews within the headquarters and elsewhere as required. Data provided is developed in coordination with offices maintaining technical responsibility for, or interest in, associated CCP activities.

(4) (U) Develops, coordinates, and makes CCP funding and manpower recommendations for subordinate units and activities.

(5) (U) Assesses the CCP impact of adverse resource actions resulting from program and budget decisions and CG/program manager/DA directed actions, and assists in the preparation of reclama actions, as appropriate.

(6) (U) Conducts reviews, evaluations, and makes recommendations for adjustments in approved CCP manpower/funding for subordinate units and activities.

(7) (U) Validates CCP unfinanced requirements submitted by subordinate commands, to include validating any economic analysis supporting these changes.

(8) (U) Ensures that new CCP proposals include an assessment of resource requirements.

(9) (U) Ensures that all adjustments to the CCP receive thorough analysis of the final resource impact.

(10) (U) Ensures that adequate CCP resources are allocated to subordinate commands concurrent with the implementation of new functions or missions.

(11) (U) Determines, when developing CCP changes, the source of resources.

(12) (U) Provides, in coordination with ODCSR, appropriate feedback on CCP resource decisions.

(13) (U) Acquires and disseminates CCP guidance and data listings.

(14) (U) Coordinates the defense and justification of INSCOM program submissions.

# UNCLASSIFIED

~~CONFIDENTIAL~~

INSCOM Reg 10-2

4 August 1981

(15) (U) Monitors the program year's progress into the related budget and current years.

(16) (U) Provides the permanent member to the PBAC and its subcommittees, the PGRC, BRC, and MRRC for CCP affairs in accordance with INSCOM Memorandum 5-3.

(17) (U) Provides the INSCOM alternate representative to the NSA CCP Resource Action Council (RAC).

(18) (U) Provides decision unit coordinators to interface with NSA decision unit managers on CCP resource matters affecting INSCOM activities.

(19) (U) Functions as resource manager for INSCOM operational resources contained in Annexes A and B, USSID 1000, to include inter-service, interagency, and field element coordination; and participates in the annual USSID 1000 resource markup.

d. (U) Operations Division

(1) [REDACTED]

(2) (U) Identifies and advises NSA/CSS of requirements for operational and technical support.

(3) (U) Participates in the NSA/CSS field assistance visits.

(4) (U) Participates in study review groups and recommends new studies required in support of intelligence activities at Echelons Above Corps (EAC).

(5) (U) Participates in Joint Working Group meetings and assists in the development of material requirements documents.

(6) [REDACTED]

(7) [REDACTED]

(8) (U) Conducts continuing liaison with NSA/CSS, CIA, DIA, Army MACOM's, SCA's, and other Government agencies.

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~~CONFIDENTIAL~~

4 August 1981

INSCOM Reg 10-2

(9) [REDACTED]

(10) [REDACTED]

(11) (U) Provides advice and assistance on live environment training.

(12) (U) Monitors and supports the operational activities of INSCOM SIGINT tactical support elements in support of combat operations at EAC.

(13) (U) Serves as the Army representative to NSA/CSS for the USSID system and performs the following functions:

(a) (U) Serves as Army focal point for all USSID actions/changes proposed by NSA/CSS; ACSI, DA; major Army commands; INSCOM field elements; and Headquarters, INSCOM. Prepares, staffs, and submits concurrence/nonconcurrence and changes, as appropriate.

(b) (U) Maintains the Headquarters, INSCOM Master USSID Library.

(c) (U) Procures documents and maintains distribution listing of all authorized USSID holdings for the command.

(14) (U) Exercises responsibility for the operational portion of INSCOM telecommunications requirements.

(15) (U) Participates in the NSA/CSS collection evaluation program.

(16) (U) Serves as advisor for all staff elements desiring information available from NSA/CSS data bases.

(17) (U) Operates the Harris ADP computer system.

e. (U) Systems and Support Division

(1) [REDACTED]

(2) (U) Initiates, reviews, and coordinates SCP's, RCP's, ROC, QQPRI's, SAP's, SP's, PD's, and ILSP's.

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(3) (U) Serves as DCSOPS point of contact for review and coordination of SIGINT architectures, SIGINT planning documents, and provides expertise/input to mid and long-range planning on functional requirements concepts.

(4) (U) Provides input to command programs/plans to include identification and initiation of new requirements, resource change proposals and reviews.

(5) (U) Identifies and pursues materiel shortcomings with the objective of effecting short and long term solutions.

(6) (U) Prepares, coordinates, and disseminates policies, directives, position papers on SIGINT matters.

(7) (U) Conducts continuing liaison with NSA/CSS, DIA, Army MACOM's, SCA's, and other governmental agencies.

(8) [REDACTED]

(9) [REDACTED]

(10) (U) Prepares plans and studies to determine need for mission/resource realignment and priorities for resource reallocation.

(11) [REDACTED]

(12) [REDACTED]

(13) [REDACTED] submission.

(14) [REDACTED]

(15) [REDACTED]

(16) [REDACTED]

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4 August 1981

INSCOM Reg 10-2

(17) [REDACTED]

(18) [REDACTED]

(19) [REDACTED]

(20) [REDACTED]

(21) [REDACTED]

(22) [REDACTED]

(23) [REDACTED]

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INSCOM Reg 10-2

4 August 1981

**ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS,  
IMAGERY INTELLIGENCE**

**ADCS, OPERATIONS**

**IMINT**

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4 August 1981

INSCOM Reg 10-2

ASSISTANT DEPUTY CHIEF OF STAFF, OPERATIONS,  
IMAGERY INTELLIGENCE

5-13. (U) GENERAL RESPONSIBILITIES:

[REDACTED]

5-14. (U) RELATIONSHIPS:

(U) The Assistant Deputy Chief of Staff, Operations, Imagery Intelligence, is responsible to the DCSOPS for all activities of the office.

5-15. (U) SPECIFIC FUNCTIONS:

(U) ADCSOPS, IMINT

(1)

[REDACTED]

(2) (U) Exercises staff responsibility for national imagery collection and exploitation operations in support of intelligence requirements.

(3)

[REDACTED]

(4)

[REDACTED]

(5)

[REDACTED]

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INSCOM Reg 10-2

4 August 1981

(6) (U) Interfaces with the DCSOPS Production Office and ITAC in coordinating the provision of imagery exploitation support with imagery collection requirements.

(7) (U) Represents the Army and/or INSCOM on boards, committees, and working groups involving Army imagery activities and on COMIREX sub-committees (ICIRS, REQWG, etc.) as authorized/requested by OACSI.

(8) [REDACTED]

(9) (U) Recommends appropriate changes to concept/doctrine and systems involving Echelons Above Corps (EAC) IMINT missions.

(10) (U) Provides advice, assistance, and technical/operational support to insure maximum employment of SAO assets in improving processing and dissemination for tactical support from SAO systems at all echelons.

(11) [REDACTED]

(12) (U) In close collaboration with DCSFM, performs the following functions:

(a) [REDACTED]

(b) (U) Coordinates in the development of SAO TENCAP materiel requirements, concepts, doctrine, and training programs for use of SAO assets in support of tactical commanders.

(13) [REDACTED]

(14) (U) Supports special project exercises. Provides SAO technical/operational advice and assistance in the planning, tasking, exploitation, and dissemination of special projects product. Analyzes and evaluates the support of special project exercises.

(15) (U) Provides guidance and exercises operational control of operations of the INSCOM cell which is assigned support of TCATA for planning, conducting, and evaluating Joint Special Project activities.

(16) (U) Assists the P2 Program Manager (PPR Division) on TENCAP/IMINT program and budget matters.

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4 August 1981

INSCOM Reg 10-2

**C H A P T E R 6**

**DEPUTY CHIEF OF STAFF, FORCE MODERNIZATION**

6-1

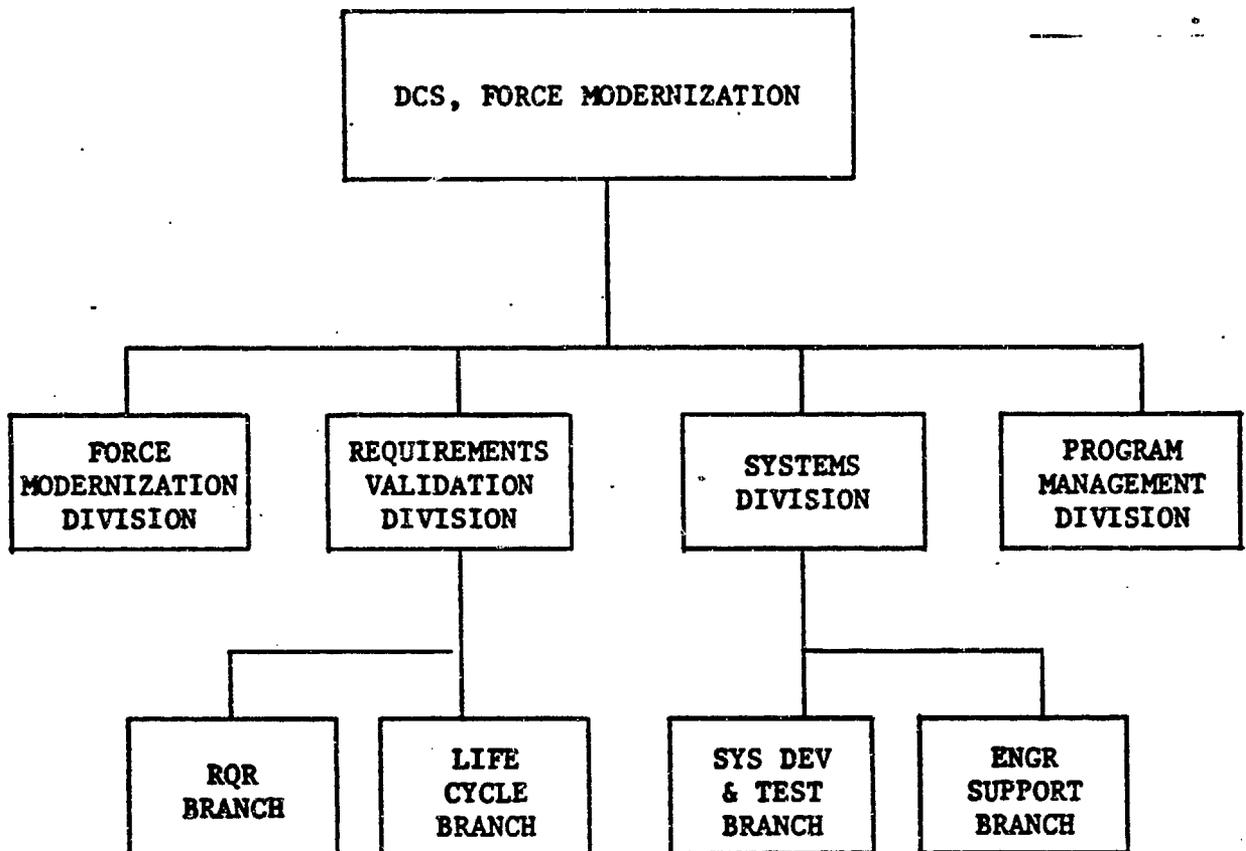
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INSCOM Reg 10-2

4 August 1981

OFFICE OF DCS, FORCE MODERNIZATION



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4 August 1981

INSCOM Reg 10-2

CHAPTER 6

DEPUTY CHIEF OF STAFF, FORCE MODERNIZATION (U)

6-1. (U) GENERAL RESPONSIBILITIES:



6-2. (U) RELATIONSHIPS:

(U) The DCS, Force Modernization (DCSFM) is responsible to the Chief of Staff for all activities of the office.

6-3. (U) SPECIFIC FUNCTIONS:

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INSCOM Reg 10-2

4 August 1981

a. (U) DCS, Force Modernization

(U) Advises the commander, the staff, and subordinate commanders on systems planning, development, acquisition, and management matters and is responsible for all activities of the office.

b. (U) Force Modernization Division

(1) (U) Initiates all force development and conceptual force structure plans which pertain to INSCOM assigned forces.

(2) (U) Provides the INSCOM POC for those total forces activities to DA and TRADOC which pertain to and impact on INSCOM units and activities.

(3) (U) Serves as DCSFM action office and POC for developing and coordinating all individual and unit intelligence training in support of INSCOM missions.

(4) (U) Provides INSCOM input to the Army Strategic Objectives Plan (ASOP) and the Joint Strategic Objectives Plan (JSOP).

(5) (U) Serves as the INSCOM POC for DA and NSA/CSS architecture planning.

(6) (U) Provides the DCSFM action officer to participate in meetings on actions relating to changes made to TAADS documents.

(7) (U) Is responsible for INSCOM reserve affairs; initiating and monitoring policy in consonance with the worldwide INSCOM mission, to include the CAPSTONE Program.

(8) (U) Serves as DCSFM POC for initiating and monitoring concepts and studies programs.

(9) 

(10) (U) Performs analysis and concept modeling supporting the deployment scenarios affecting concept development.

(11) (U) Serves as DCSFM POC for concepts and doctrine required in all national, strategic, and IMINT systems and for those SAO projects as required.

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1 April 1982

C2, INSCOM Reg 10-2

(12) (U) Serves as POC responsible for staff supervision and centralized coordination for INSCOM planning.

(13) (U) Serves as the DCSFM point of contact for the Scenario Oriented Recurring Evaluation System (SCORES) for intelligence scenarios.

(14) (U) Serves as the DCSFM point of contact for review of concept plans and reports developed by TRADOC relating to development of intelligence functions and organizations.

c. (U) Requirements Validation Division

(U) Directs the development and implementation of the command worldwide materiel acquisition requirements program and equipment life cycle management process, the Joint Interoperability of Tactical Command and Control Systems (JINTACCS), interoperability and functional system concepts in support of INSCOM's mission and functions.

(1) (U) Requirements Branch

(a) (U) Designates a project coordinator who conducts or causes those studies required in support of INSCOM's materiel needs to be accomplished.

(b) (U) Conducts or causes organizational and operational (O&O) concepts to be developed in support of INSCOM operational systems.

(c) (U) Provides INSCOM point of contact for identification and validation of materiel requirements and participation in major Army/NSA/CS3 requirements reviews.

# UNCLASSIFIED

C2, INSCOM Reg 10-2

1 April 1982

(d) (U) Provides INSCOM POC for the Army Interoperability Program and the Joint Interoperability of Tactical Command and Control Systems (JINTACCS).

(e) (U) Validates materiel requirements requests developed in support of the INSCOM mission and functions. Reviews and validates 6.2 and 6.3a developmental programs in support of INSCOM missions.

(f) (U) Acts as focal point for coordination of O&O concepts and functional systems description (FSD) applicable to intelligence systems with/among DA; TRADOC; other MACOM's; NSA; other services; and when appropriate, allies.

(g) (U) Reviews and evaluates unsolicited proposals submitted by civilian contractors in support of materiel acquisition.

(h) (U) Develops, coordinates, and provides to DA the validated requirements documents for INSCOM's materiel needs for approval and follow-on implementation.

(i) (U) Provides INSCOM POC with other commands, agencies, or services in the review of requirements documents developed by those organizations which have possible use within INSCOM or require command participation in the development/acquisition process.

(j) (U) Programs and/or develops O&O concepts for each item of INSCOM equipment scheduled for DT, OT, OSUT, or type classification.

(k) (U) Provides INSCOM POC with other commands, agencies, or services in the development of Cost and Operational Effectiveness Analysis (COEA) in support of intelligence equipment.

(l) (U) Develops or causes to be developed interface concepts and programs for the interoperability of intelligence systems/units within INSCOM.

(m) (U) Provides INSCOM POC with other commands, agencies, or services in the development and implementation of Joint Interoperability.

(n) (U) Requests threat validation documentation from Commander, Intelligence and Threat Analysis Center in support of new equipment requirements.

(o) (U) Serves as coordination point with NSA/CSS and DARCOM for user requirements.

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4 August 1981

INSCOM Reg 10-2

(2) (U) Life Cycle Branch

(a) (U) Administers Life Cycle Management (LCM) System to include timely reporting as to the status of materiel and systems which have been brought under LCM System.

(b) (U) Provides continuous coordination with DARCOM and TRADOC Type Classification and Reclassification Programs in support of equipment used by INSCOM.

(c) (U) Coordinates the development, deployment, evaluation, and support of INSCOM materiel and systems throughout their life cycle.

(d) (U) Serves as chairperson of systems In-Process Reviews (IPR's) of developmental and procurement projects to insure compliance with requirements statements and type classification procedures.

(e) (U) Performs as executive secretary of IPR's for INSCOM's development and procurement projects.

(f) (U) Maintains records and reports in support of the materiel status recording requirements.

(g) (U) Maintains records and status of all NSA/CSS materiel acquisition projects that effect INSCOM resources and mission.

(h) (U) Provides INSCOM POC for all NSA/CSS system management program circulars and other NSA/CSS materiel acquisition regulatory documents.

d. (U) Systems Division

(U) Reviews and maintains cognizance over DOD/DA policy and guidance in the development, procurement, testing, and support of materiel/systems; and applies that which is applicable in the INSCOM LCM System.

(1) (U) Systems Development and Test Branch

(a) (U) Plans, coordinates, and supervises materiel development actions which pertain to INSCOM mobile (MTOE) units (if any), field installations, and other TDA activities.

(b) (U) Maintains cognizance of state-of-the-art developments for the purpose of establishing and exercising command options for

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INSCOM Reg 10-2

4 August 1981

applying the best techniques and technology to INSCOM materiel and systems.

(c) (U) Participates as a member of the NSA/CSS SIGINT Research and Development Advisory Boards.

(d) (U) Maintains coordination and provides INSCOM POC with NSA/CSS and other agencies engaged in the development and acquisition of materiel and systems.

(e) (U) Provides continuous coordination necessary to insure the integration of new hardware items into the INSCOM force planning with particular emphasis on the coordination of the development, programing, deployment, and support of materiel throughout its preoperational cycle.

(f) (U) Develops, manages, and supervises all facets of operational testing and onsite user testing, evaluation, and experimentation of INSCOM intelligence and EW concepts, doctrine-organization, and equipment/systems.

(g) (U) Maintains cognizance of all (CACDA, NSA, TCATA, CIA, OTEA, USAIC&S) tactical intelligence/EW troop tests, STANO tests, confirmatory tests, TCATA tests, JINTACCS tests, joint tests, and force development testing and evaluation.

(h) (U) Assists the ODCSLOG in maintaining configuration control of equipment/systems operated by INSCOM.

(i) (U) Provides observers/members to the IPR's held in conjunction with systems developed for the CEWI concept.

(j) (U) Provides the ODCSFM POC on USSID 402 matters.

(k) (U) Reviews all Resource Change Proposals (RCP) for equipment needs, and develops the INSCOM outline procurement plan.

(l) (U) Serves as the INSCOM project test executive for INSCOM systems.

(m) (U) Serves as DCSFM POC for development, review, and publishing of all internal (INSCOM) Qualitative and Quantitative Personnel Requirements Information (QPRI) and Basis of Issue Plans (BOIP).

# UNCLASSIFIED

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4 August 1981

INSCOM Reg 10-2

(n) (U) Serves as DCSFM POC for systems acquisition programs and reports developed by centers and DARCOM elements relating to the development of intelligence systems.

(2) (U) Engineering Support Branch

(a) (U) Reviews all materiel acquisition project documentation to insure DA and Headquarters, INSCOM standards are maintained.

(b) (U) Provides an independent technical assessment of the project to the DCSFM.

(c) (U) Conducts an independent trade-off analysis as required for proposed equipment procurements.

(d) (U) Documents technical risks and evaluations of the feasibility of the project.

(e) (U) Provides technical advice and assistance to the members of the DCSFM organization.

(f) (U) Maintains cognizance of the current hardware/software state-of-the-art for purposes of acquiring future systems to meet operational requirements.

(g) (U) Acts as the POC for DARCOM and NSA on all INSCOM systems in the development stages once the operational requirements have been identified.

(h) (U) Provides for a direct interface between equipment contractors and INSCOM.

(i)



(j) (U) Monitors research and development exploratory contracts in pursuit of technical developments and systems to meet new or future threat to the U.S. Army Intelligence effort.

(k) (U) Participates in the Configuration Control Boards (CCB) effecting INSCOM hardware/systems.

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(1) (U) Assists the ODCSLOG in writing engineering change proposals (ECP's) affecting INSCOM hardware/systems prior to submittal to the Configuration Control Board (CCB).

(m) (U) Develops and coordinates BOIP and QQPRI for INSCOM sole-user systems and equipment.

(n) (U) Serves as chairperson of systems validation and special In-Process Reviews (SIPRS) for development and procurement projects when INSCOM is the only Army user of the system.

e. (U) Program Management Division

(1) (U) Serves as the ODCSFM POC on all funding programs-CCP, TCP, PARR, and GDIP. Consolidates programing documentation and responds to ODCSRM and program director tasking in the development of these programs.

(2) (U) Manages ODCSFM portion of the Command Operating Budget and represents the staff element on all INSCOM staff budgeting activities such as the Budget Review Committee and the Military Construction Requirements Committee.

(3) (U) Serves as the contract monitor for all contracts exercised by the staff element. Assists action officers and contracting officer's technical representatives in the development of contractual documentation and serves as the ODCSFM POC to the Defense Supply Service, Washington, and the DARCOM procurement activity.

(4) (U) Serves as the ODCSFM activity security manager for all internal staff security matters. Controls package pass authorizations and visitor request requirements.

(5) (U) Serves as the Contract Security Officer developing contract security guidelines and implementing DD Form 254 for all contracts originating from the staff element. Interfaces with OACSI and the Special Security Office Contract Security Branch.

(6) (U) Represents ODCSFM on the Telecommunications Review Board.

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4 August 1981

INSCOM Reg 10-2

**CHAPTER 7**

**COMMAND SECURITY OFFICE**

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INSCOM Reg 10-2

4 August 1981

COMMAND SECURITY OFFICE

CHIEF  
COMMAND SECURITY OFFICE

7-2

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4 August 1981

INSCOM Reg 10-2

## CHAPTER 7

### CHIEF, COMMAND SECURITY OFFICE

#### 7-1. GENERAL RESPONSIBILITIES:

Serves as principal staff advisor to the Commander, U.S. Army Intelligence and Security Command (INSCOM) and his staff on all matters relating to internal security affairs. Formulates, implements, and supervises policies and procedures for personnel, physical, information, industrial, automation, signal, and operations security; the security of Sensitive Compartmented Information (SCI); and law enforcement for the INSCOM. Develops basic internal security plans, appropriate internal security annexes, and reviews operational and force development plans concerning security matters. Acts as Headquarters and Command Security Manager, TEMPEST Coordination Officer, chief law enforcement official, and internal OPSEC management and analysis authority for the INSCOM.

#### 7-2. RELATIONSHIPS:

The Chief, Command Security Office, operating under the supervision of the Chief of Staff, is responsible to the Commander, INSCOM, for all activities of the office.

#### 7-3. SPECIFIC FUNCTIONS:

##### Chief, Command Security Office

(1) Develops, implements, and manages the INSCOM Information Security Program as outlined in and required by DOD 5200-1.R and AR 380-5 including the INSCOM classification management and command security education activities; command policies and procedures for control, storage, transmission, and disposition of classified material; and exercising security classification review oversight of information published by the INSCOM in classified and unclassified form.

(2) Develops, implements, and manages the INSCOM Operational Security (OPSEC) Program as outlined in and required by AR 530-1, including analysis of INSCOM OPSEC goals, principles, and methods; insuring application of OPSEC to INSCOM operations, projects, and activities; coordinating actions and projects of the INSCOM OPSEC Steering Committee; and acting as focal point for internal INSCOM OPSEC support services program.

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INSCOM Reg 10-2

4 August 1981

- (3) Develops, implements, and manages the INSCOM Industrial Security Program as outlined in and required by DOD 5220.22-R and AR 380-49.
- (4) Implements and manages the Department of the Army policy for disclosure of military information to foreign governments within the INSCOM as outlined in the National Disclosure policy, AR 380-10, and applicable NSA/CSS directives; coordinates actions concerning the accreditation of foreign military personnel to the INSCOM.
- (5) Manages actions concerning the sanitization and decompartmentation of Sensitive Compartmented Information.
- (6) Performs security support functions for Headquarters, INSCOM at Arlington Hall Station, Virginia, and Fort Meade, Maryland.
- (7) Performs after-hours security inspections for Headquarters, INSCOM and performs nontechnical investigations of security violations, and administers the security education program for Headquarters, INSCOM.
- (8) Initiates personnel security investigations, maintains security clearance files, issues records pertinent to personnel security clearance and related actions, and monitors various incident reports and adverse cases for INSCOM.
- (9) Acts as point of contact with the U.S. Army Personnel Central Clearance Facility with regard to cases of special interest to INSCOM.
- (10) Acts as point of contact for obtaining Investigative Records Repository dossiers from the Central Security Facility on cases of special interest to INSCOM.
- (11) Performs security interviews of military assignees and applicants for civilian employment in conjunction with Special Background Investigations and interim SCI access authorizations.
- (12) Formulates, implements, and supervises policies and procedures for and manages the INSCOM Personnel Security Program as required by DOD 5200.2-R.
- (13) Indoctrinates, certifies, debriefs Headquarters, INSCOM personnel requiring access to NATO, COSMIC, CNWDI.

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4 August 1981

INSCOM Reg 10-2

(14) Coordinates with the Army Special Security System and NSA/CSS on all matters pertaining to SCI personnel security; i.e., certification of eligibility, termination and debriefing, interim SCI access eligibility, adverse case actions.

(15) Issues paperwork for DOD badges and certifies access for DIA badges.

(16) Manages the development, implementation, and execution of the Command Automation Security Program as prescribed in AR 380-380, DIAM 50-4, and applicable NSA/CSS directives and circulars. Specially, this function involves ensuring that all command automated systems are properly accredited and a risk management program is established for each system.

(17) Formulates, implements, and manages the Command Law Enforcement and Crime Prevention programs in accordance with the AR 190 series.

(18) Develops, implements, and manages INSCOM internal command policy and guidance relative to TEMPEST and insures command compliance with AR 530-4, NSA/CSS Circular 90-10, and other applicable TEMPEST directives.

(19) Insures INSCOM compliance with physical security standards as specified in DIAM 50-3 for sensitive compartmented information facilities. Specifically, this function entails preconstruction assistance, granting of waivers, issuance of interim accreditation, coordination of final accreditation, and cognizance over inspections and security services.

(20) Manages CCP SE 59 budget line items for integrated security systems, correction of security deficiencies, and specialized security projects.

(21) Performs the internal resource management function to include the documentation and submission of manpower and budgetary requirements.

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4 August 1981

INSCOM Reg 10-2

**CHAPTER 8**

**OFFICE OF DCS, AUTOMATION**

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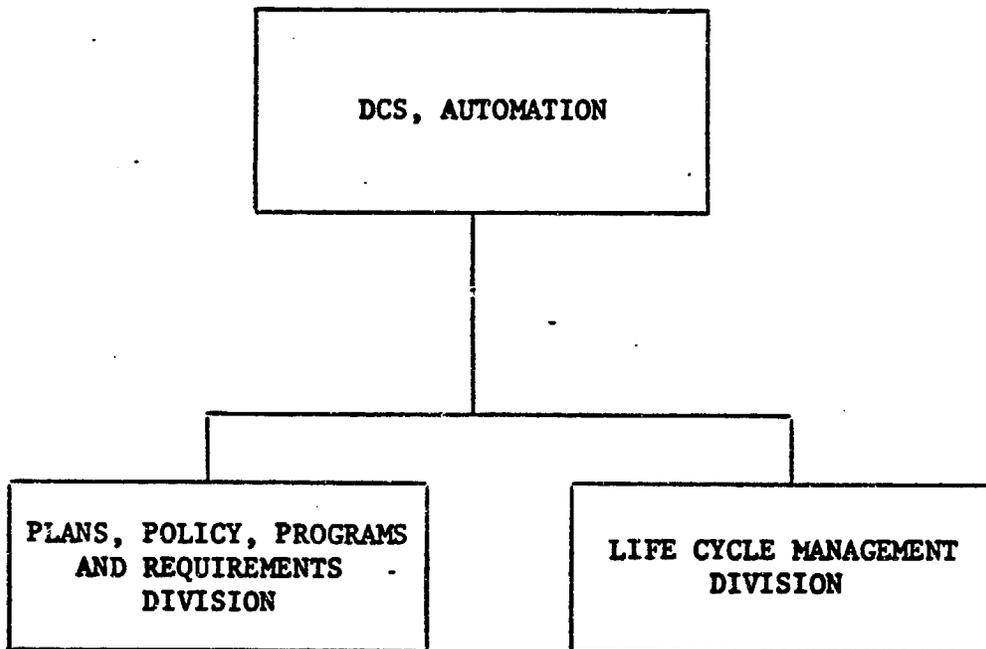
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INSCOM Reg 10-2

4 August 1981

**OFFICE OF THE DEPUTY CHIEF OF STAFF, AUTOMATION**



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4 August 1981

INSCOM Reg 10-2

## CHAPTER 8

### OFFICE OF THE DEPUTY CHIEF OF STAFF, AUTOMATION

#### 8-1. GENERAL RESPONSIBILITIES:

Serves as the Deputy Chief of Staff, Automation (DCSAUT) for the U.S. Army Intelligence and Security Command (INSCOM) and is the principal staff officer in matters pertaining to automation. Establishes command ADP policies, plans, and programs including the development of (action) plans which do not substantively involve other functional elements and development of automation annexes in support of plans developed by other organizations which specify the employment of automation; exercises resource management for command automation resources, to include approval of requirements and acquisition; provides advice and assistance on the employment of automated technology; serves as Program Director and central point of contact for the Intelligence Data Handling System; and exercises staff supervision over worldwide INSCOM data processing activities.

#### 8-2. RELATIONSHIPS:

The DCS, Automation, is responsible to the Chief of Staff for all activities of the office; exercises staff supervision over automated activities within the command; performs the functions of the command Automation Management Officer, as specified by DA, to interact with elements within the command, the Office of the Secretary of Defense (OSD), Defense Intelligence Agency (DIA), National Security Agency (NSA), Department of the Army (DA), and other agencies as the focal point for automation functions.

#### 8-3. SPECIFIC FUNCTIONS:

##### a. DCS, Automation

Advises the Commander, the staff, and subordinate commanders on the requirements, planning, programing, acquisition, and management of automation within the command and is responsible for all activities of the office.

##### b. Policies, Plans, Programs, and Requirements Division

(1) Establishes, maintains, and monitors compliance with command automation policies and directives by all INSCOM data processing activities (DPA).

# UNCLASSIFIED

INSCOM Reg 10-2

4 August 1981

(2) Develops and maintains plans to satisfy DA and INSCOM automation objectives in accordance with DOD and DA directives and policies.

(3) Identifies, develops, and validates automation requirements in accordance with policies and procedures outlined in the 18-XX series of DA directives.

(4) Develops, coordinates, and consolidates all INSCOM automation resources programs, and insures that they are fully justified and are in support of command priorities.

(5) Reviews and/or evaluates automated systems proposals, plans, and documentation to insure that interfaces and interoperability requirements have been identified and will be accommodated.

(6) Serves as the point of contact for the review and coordination of DOD, DA, and joint elements concerning automation programs/plans; disseminates appropriate guidance.

(7) Provides assistance to headquarters and field elements in the definition of automation requirements, the application of ADP technology, and planning for automation enhancements.

(8) Reviews doctrine and directives and establishes command policies, regulations, and directives pertaining to automation.

(9) Develops plans and programs in support of functional systems for which the INSCOM has been assigned by DA as the Proponent Agency (PA) and/or the Assigned Responsible Agency (ARA).

(10) Represents the INSCOM on boards, panels, committees, and similar groups addressing automation subjects.

(11) Maintains technical liaison with INSCOM elements, the computer industry, DOD, and other Governmental and commercial organizations to anticipate trends and technological developments and to assess the possible impact on DA and INSCOM automation policies and plans.

(12) Establishes policies and overall standards pertaining to command-wide data base administration and the data standardization program.

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4 August 1981

INSCOM Reg 10-2

## c. Life Cycle Management Division

- (1) Exercises staff automation responsibilities for life cycle management of INSCOM and INSCOM-supported automation efforts from the budget year through final disposition.
- (2) Conducts readiness reviews, management reviews, and other reviews/inspections as required for INSCOM automation activities and facilities.
- (3) Provides staff management of the command automation resources, to include budgeting, acquiring, utilizing, and disposing.
- (4) Approves life cycle actions occurring subsequent to the program years within the thresholds delegated by DA or other appropriate authority.
- (5) Assists in developing automation standards.
- (6) Performs automation staff functions for those actions occurring subsequent to the program years for DA assigned Proponent Agency (PA) or Assigned Responsible Agency (ARA) computer applications software.
- (7) Establishes policy and guidance for all budgetary actions pertaining to automation; administers the command-level ADP budget, including TDY and travel funds.
- (8) Develops and executes the command ADP and IDHS budget; maintains cost and accounting data; allocates resources based upon requirements and priorities.
- (9) Performs reviews of ADP services in accordance with AR 235 series (Inventory of Commercial-Industrial Activities and Contract Support Services).
- (10) Validates requirements for ADPE acquisitions or upgrades; conducts economic analyses in accordance with TB 18-109 and AR 11-28.
- (11) Initiates and/or monitors contracts for ADP personnel equipment and/or services for all DPA's. Evaluates contractor proposals as to suitability and effectiveness to meet requirements, and assists in selection of contractors in accordance with Federal Property Management Regulations (FPMR), Armed Services Procurement Regulations (ASPR), and Army Procurement Procedures (APP).

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INSCOM Reg 10-2

4 August 1981

(12) Assists in the preparation of Computer Resources Management Plans in accordance with AR 18-1 and TB 18-120.

(13) Prepares and maintains Project Management Directives (PMD) for all projects under development in the Automated Systems Activity (ASA), and assists the project manager in preparing the Project Master Plan (PMP).

(14) Conducts reviews of ongoing projects to insure compliance with objectives, time schedules, and resource costs. Directs adjustments as necessary.

(15) Administers the ADP Cost Reduction Program for the command.

(16) Maintains cognizance of ADP technological developments in Government and industry and assesses opportunities and risks in applying this technology to existing systems as well as developing concepts for future application.

(17) Maintains the inventory of all automation equipment and software for reporting in accordance with Army regulations.

(18) Evaluates compliance with automation security policies and directives and recommends corrective actions as well as procedural and policy changes.

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4 August 1981

INSCOM Reg 10-2

**CHAPTER 9**

**OFFICE OF THE ASSISTANT CHIEF OF STAFF, TELECOMMUNICATIONS**

9-1

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INSCOM Reg 10-2

4 August 1981

OFFICE OF THE ASSISTANT CHIEF OF STAFF, TELECOMMUNICATIONS

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9-2

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4 August 1981

INSCOM Reg 10-2

## CHAPTER 9

### OFFICE OF THE ASSISTANT CHIEF OF STAFF, TELECOMMUNICATIONS

#### 9-1. GENERAL RESPONSIBILITIES:

Serves as the Assistant Chief of Staff, Telecommunications (ACSTEL) for the U.S. Army Intelligence and Security Command (INSCOM) and is the principal staff assistant in matters pertaining to telecommunications to include planning, programing, procurement, budgeting, distribution, storage, engineering, installation, disposition, and maintenance of telecommunication equipment/systems. Planning activities include operational and force development plans review; preparation of appropriate annexes; and development of implementing (action) plans in response to specific tasking or requirements.

#### 9-2. RELATIONSHIPS:

a. The Director, USAAC - INSCOM, serves concurrently as the Assistant Chief of Staff for Telecommunications on the staff of the Commander, U.S. Army Intelligence and Security Command.

b. The Commander, INSCOM, exercises operational control over the Director, USACC - INSCOM.

c. The Assistant Chief of Staff, Telecommunications (ACSTEL) is responsible to the Chief of Staff for all activities of the office.

#### 9-3. SPECIFIC FUNCTIONS:

##### ACS, Telecommunications

(1) Advises the Commander, INSCOM; the staff; and subordinate commanders on planning and development of telecommunication support requirements. Provides direction and guidance for telecommunications required to support and facilitate the INSCOM mission.

(2) Directs and controls the INSCOM telecommunications activities pertaining to telecommunications operational and mobilization planning, development of policies and programs, and determination of requirements to insure the adequacy of telecommunications support for the command and control of INSCOM's mission.

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INSCOM Reg 10-2

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The proponent of this regulation is the Deputy Chief of Staff, Resource Management. Users are invited to forward comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to this HQ, ATTN: IARM-M-FM.

FOR THE COMMANDER:

OFFICIAL:

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