USASSC AUTHORITY

- The Commander, Soldier Support Center, as proponent for Personnel Service Support (PSS), ~~and~~ is responsible for developing and integrating PSS wartime doctrine, combat developments, and training.

- SSC, as the PSS Integrating Center, will provide branch and functional proponents' requirements for the modification and/or development of systems, standards, and procedures necessary to support PSS doctrine.

- Proposals for changes to or for new systems, policies, and procedures (for peace and war) will be coordinated by applicable branch and functional proponents with SSC for doctrinal consistency and impact on force structure, materiel, and training.

- All proposals affecting the responsibilities of more than one proponent will be fully coordinated prior to implementation. Unresolved issues will be elevated until resolved.

MFR: Approved by GEN Thurman, VCSA, Jun 86, at PSS SPR. Agreed to by LTG Noah (COA), LTG Elton (DCSPER), and MG Edmonds (USASSC), and GEN Richardson, CG, TRADOC.

REPRODUCED AT GOVERNMENT EXPENSE

DEPARTMENT OF THE ARMY
THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

REPRODUCED AT GOVERNMENT EXPENSE

21 Jun 1986

(1) MG O'Leary, DAPM
(2) MG Porter, Cdr MPC
(3) MG Eichelberger, HRD
(4) MG Ono, Cdr, USAREC
(5) MG Joyce, Cdr, CFSC
(6) BG Babiak, Cdr, ARPERCEN

This memo was hammered out between Gens Sherman and Richardson during the PSS – SPR at Ft. Benjamin Harrison. I subscribe to all of it, let our job is to push them to Excellence. Get your shoulder to the wheel!

J Edmonds

INCOMING
XO M CSM DA C/S Ay CG ____

DCD/DOTD

24 JUL 1986

RF

ROUTINE

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T.J.

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AIG 892
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SUBJECT: PERSONNEL SERVICE SUPPORT (PSS) RESPONSIBILITIES
A. MFR, SSC, ATZI-CG, 26 JUN 86, SAB (NOTAL).
1. THE FOLLOWING HAS BEEN EXTRACTED FROM REF A:
A. THE FOLLOWING POLICY STATEMENT DELINEATING RESPONSIBILITIES FOR
T DEVELOPMENT AND MODIFICATION OF PSS DOCTRINE, COMBAT DEVELOP-
S, AND TRAINING WAS COORDINATED AND APPROVED BY THE VCSA AT THE
NT PSS SPR:
- THE COMMANDER, SOLDIER SUPPORT CENTER, AS PROPONENT FOR PSS, IS RESPONSIBLE FOR DEVELOPING AND INTEGRATING PSS WARTIME DOCTRINE, COMBAT DEVELOPMENTS, AND TRAINING.
- SSC, AS THE PSS INTEGRATING CENTER, WILL PROVIDE BRANCH AND FUNCTIONAL PROPONENTS REQUIREMENTS FOR THE MODIFICATION AND/OR DEVELOPMENT OF SYSTEMS, STANDARDS, AND PROCEDURES NECESSARY TO

PAGE 02 RUCLAIA9699 UNCLAS
SUPPORT PSS DOCTRINE.
- PROPOSALS FOR CHANGES TO, OR FOR NEW SYSTEMS, POLICIES, AND PROCEDURES (FOR PEACE AND WAR) WILL BE COORDINATED BY APPLICABLE BRANCH AND FUNCTIONAL PROPONENTS WITH SSC FOR DOCTRINAL CONSISTENCY AND IMPACT ON FORCE STRUCTURE, MATERIEL, AND TRAINING.
- ALL PROPOSALS AFFECTING THE RESPONSIBILITIES OF MORE THAN ONE PROPONENT WILL BE FULLY COORDINATED PRIOR TO IMPLEMENTATION. UNRESOLVED ISSUES WILL BE ELEVATED UNTIL RESOLVED.
2. SINCE THE ABOVE STATEMENT WAS NOT WIDELY DISTRIBUTED AT THE CONFERENCE, WE WANT TO BE SURE ALL AFFECTED AGENCIES HAVE IT.

TINE

U N C L A S S I F I E D

MEMORANDUM OF UNDERSTANDING

BETWEEN

U. S. ARMY MILITARY PERSONNEL CENTER AND U. S. ARMY SOLDIER SUPPORT CENTER

SUBJECT: Proponency for the Army's Personnel System

1. PURPOSE. This memorandum establishes guidelines for establishment of necessary working relationships between the Military Personnel Center (MILPERCEN) and the Soldier Support Center (USASSC). The coordination of personnel policy and operating procedures as announced in Army regulations with training and doctrine requirements as announced in Field Manuals and other publications is required to achieve a trained, balanced field personnel system which can rapidly and easily shift methods of operation in time of emergency.

2. SCOPE: This memorandum encompasses military personnel operations in the field as set forth in AR 600-8. The principal thrust is on the duties and responsibilities of the installation AG, the division G1/AG, and the Corps AG.

3. INTEGRATION OF PERSONNEL SERVICE SUPPORT:

a. The Commander, Soldier Support Center, as proponent for Personnel Service Support (PSS), is responsible for developing and integrating PSS wartime doctrine, combat developments, and training.

b. SSC, as the PSS Integrating Center, will provide branch and functional proponents requirements for the modification and/or development of systems standards, and procedures necessary to support PSS doctrine.

c. Proposals for changes to or for new systems, policies, and procedures for peace and war that impact doctrine will be coordinated by applicable branch and functional proponents with SSC for doctrinal consistency and impact on force structure, materiel, and training.

d. All proposals affecting the responsibilities of more than one proponent will be fully coordinated prior to implementation. Unresolved issues will be elevated until resolved.

DOC. 6-8

4. PROPONENCY:

a. Branch proponents. The Army's branch schools are responsible for doctrine. Doctrine by definition includes tactics, techniques, and procedures. The AG School, a subordinate element of the USASSC, is the branch proponent for the Army's military personnel system.

b. Functional proponents. Functional proponents are the Army's operating agencies. They establish policies and procedures to accomplish specific functions. MILPERCEN is the functional proponent for military personnel operations in the field.

c. Shared responsibilities. For most branches in the Army, the three elements of doctrine are controlled by the branch school. The AG School is an exception. The Director of the AG School looks to the combat developer in the USASSC for operational concepts, materiel, and force design requirements. As a further complication, both the AG School and MILPERCEN have a claim to the operating procedures. Procedures execute doctrine and procedures execute policy.

d. Future operations. The extraordinary challenges of the Army of Excellence has led to an ad hoc process in recent months which has linked MILPERCEN and the USASSC into an effective partnership. The basic intent of this memorandum is to institutionalize this ad hoc process as the way of the future and to mutually commit both organizations to resolving the disconnects between doctrine and policy, and to effectively conduct military personnel operations in the Army of Excellence. This will be accomplished on an issue by issue basis through mutual agreement as to which command should be the office of primary responsibility for a given issue. This, in effect, recognizes the need to fix responsibility (first among equals) while also recognizing that most initiatives will entail shared efforts.

5. RESPONSIBILITIES:

a. Commander, MILPERCEN is responsible for maintaining the military personnel operating system. This responsibility includes:

(1) Establishing and maintaining procedures to effectively execute personnel doctrine and policies.

(2) Assessing new initiatives developed by the USASSC and providing feedback.

(3) Establishing and maintaining extention and sustainment training for field personnel systems.

b. The Commander, USASSC, is responsible for developing and documenting concepts, doctrine, tactics, techniques, organizational designs, materiel requirements, training programs, training support, and TOE manpower requirements for the military personnel system. As an integrating center, it synchronizes the efforts of the Directors of Combat Developments (CD) and the AG School.

(1) The Director of CD is responsible for planning, developing, and coordinating operational concepts, materiel, and force design requirements with branch and functional proponents, and user units.

(2) The Director of the AG School is responsible for writing doctrine (tactics and techniques), developing and operating training programs, determining education requirements, and maintaining contact with the operators of the Army's personnel system.

6. THE MAINTENANCE OF PROCEDURES:

a. Doctrine and policies are executed through a series of procedures (referred to as subtasks and steps in AR 600-8). The responsibility for developing and maintaining the procedures from day-to-day rests with MILPERCEN. The Commander, USASSC has the responsibility to evaluate and validate all procedures and systems for doctrinal adequacy and to develop and/or recommend procedural changes to support doctrinal requirements.

b. It is essential that an aggressive and unencumbered communication channel exist between MILPERCEN and SSC. Each element will designate a Colonel level position to serve as the key point of contact to the other to insure that both commands are in sync as to future direction.

c. Efficient personnel operations in the field and wartime preparedness demand that MILPERCEN and USASSC move in the same direction and be mutually supporting. Difference in direction which cannot be resolved at the staff level will be presented to the Commanders of MILPERCEN and USASSC for resolution. Unresolved differences will be elevated simultaneously to the DCSPER, HQDA and the Commander, TRADOC for resolution.

7. PUBLICATION OF PERSONNEL PROCEDURES:

a. Tactics and Techniques. Doctrinal publications will address tactics and techniques in a broad sense.

b. Procedures. The specific procedures required by the military personnel system in peacetime, during the transition to, and during war will be governed by Army regulations and/or pamphlets.

c. Responsibilities. The responsibility for maintaining the regulations and pamphlets which govern personnel procedures is shared by MILPERCEN and USASSC.

d. Staffing. The functional proponent for each regulation will include the AG School in the formal staffing process. The AG School will, as a part of the staffing process, validate all proposed changes from the perspective of doctrinal soundness and all aspects of training. MILPERCEN will not execute changes to regulations until all differences with USASSC have been resolved.

8. KEY PLAYERS.

a. The Director of the Combat Development Directorate is the Executive Agent to MILPERCEN.

b. The Director of the AOE P&A Task Force is the interim Executive Agent to the USASSC. The Deputy Director, Personnel Service Support Directorate, MILPERCEN will replace the Task Force Director in this capacity upon the dissolution of the Task Force.

c. The MILPERCEN Executive Agent will be jointly supervised by the Commanders of the USASSC and MILPERCEN.

9. CONCEPT OF OPERATIONS. The Executive Agents, as a team will:

a. Synchronize the efforts between the functional and the branch proponents. Each will have authority within their parent organizations to participate in all issues that impact on doctrine, tactics, techniques, policies, procedures, structure, materiel and training.

b. Advise the respective commanders whenever ongoing events indicate differences in direction between the two commands.

c. Jointly chair the advisory groups discussed below.

10. THE BOARD OF DIRECTORS.

a. Goals:

(1) Share and coordinate information within the larger personnel community.

(2) Identify issues/problems needing resolution.

(3) Recommend direction to the branch and functional proponents.

b. Membership: (See encl 1)

c. Frequency of Meetings. The Board will meet at least semiannually to keep the personnel community informed of the general direction and insure that necessary coordination is ongoing.

11. THE EXECUTIVE ACTION GROUP (EAG).

a. Goals.

(1) Identify and work issues of mutual concern.

(2) Coordinate military personnel doctrine, procedures and policy.

(3) Evaluate and validate adequacy of personnel systems and procedures to support doctrine.

(4) Evaluate recommendations for change in the personnel system.

(5) Recommend changes to publications to promulgate personnel doctrine, policy and procedures.

b. Membership (Colonel level):

(1) USASSC. Four members to include the Executive Agent and the branch proponent.

(2) MILPERCEN. Three members to include the Executive Agent for the functional proponent.

(3) Field Commands. One member each from FORSCOM, TRADOC and USAREUR.

c. Frequency of meetings. The EAG will meet at least bimonthly to work issues for the respective commanders and insure unity of effort.

12. REVIEW OF THIS AGREEMENT. This memorandum of understanding will be reviewed and revised as necessary within one year.

MAURICE O. EDMONDS Major General, USA Commander, USASSC	BOBBY B. PORTER Major General, USA Commander, MILPERCEN
3 Oct 86 DATE	9 Sep 86 DATE

Encl
Membership

MEMBERSHIP OF THE HQDA PERSONNEL BOARD OF DIRECTORS

Agency	Location	Office Symbol
HQDA, DCSPER	Ft. McPherson, GA	DAPE-ZX-AOE
HQDA, DCSPER	Wash, DC	DAPE-MPM
HQDA, DCSPER	Wash, DC	DAPE-MPD
HQDA, DCSPER	Wash, DC	DAPE-HR-P
USAMARDA	Ft. Belvoir, VA	PEMS-ZA
USAMILPERCEN	Alex, VA	DAPC-CS
USAMILPERCEN	Alex, VA	DAPC-PD
USAMILPERCEN	Alex, VA	DAPC-EP
USAMILPERCEN	Alex, VA	DAPC-OP
PERSINSCOM	Alex, VA	ANZI-PSF
USA Soldier Support Center	Ft. Harrison, IN	ATSG-DD
USA Soldier Support Center	Ft. Harrison, IN	ATSG-DT
Adjutant General School	Ft. Harrison, IN	ATSG-AG
Military Postal Svc Agency	Alex, VA	MPSA-ZB
HQDA ACSIM	Wash, DC	DAIM-Z-R
HQDA OCAR	Wash, DC	DAAR-PE
ARPERCEN	St. Louis, MO	
National Guard Bureau	Wash, DC	NGB-ARP-F
USAISSC	Ft. Monroe, VA	ASB-PS
HQ, FORSCOM	Ft. McPherson, GA	AFAG
HQ, TRADOC	Ft. Monroe, VA	ATTL-A
HQ, TRADOC	Ft. Monroe, VA	ATIM
HQ, TRADOC	Ft. Monroe, VA	ATTG-T
Soldier Development Dir	Ft. Monroe, VA	ATCD-H
CACDA	Ft. Leavenworth, KS	ATZL-CAC
1st PERSCOM (USAREUR)	APO NY 09081	AEUPE-OMP
8th PERSCOM (EUSA)	APO SFG 96301	EAAGJ
USA WESTCOM	Ft. Shafter, HI	APPE

MEMORANDUM OF UNDERSTANDING
BETWEEN
U. S. ARMY SOLDIER SUPPORT CENTER
AND
U. S. ARMY FINANCE AND ACCOUNTING CENTER

17 FEB 1987

SUBJECT: Working Relationships and Agreements

1. PURPOSE. This agreement establishes the basic working relationship between the United States Army Soldier Support Center (USASSC) and the United States Army Finance and Accounting Center (USAFAC). Close and continuing coordination between these two agencies is essential for timely development of policies, operating procedures, organizations, concepts and doctrine, materiel and supporting software, and training programs.

2. SCOPE. This agreement applies principally to the development and modification of Army finance and accounting programs, systems, and procedures as they apply to wartime functions and to the transition of peacetime functions to wartime.

3. DEFINITIONS. See Encl 1.

4. PROPONENCY.

a. Personnel Services Support Proponent. The Commander, USASSC, is the proponent for integrated personnel services support, which includes finance support to the Army.

b. Functional Proponent. Commander, USAFAC, is the functional proponent for finance and accounting policy and systems. He is the operative agent charged with the accomplishment of finance and accounting functions.

c. Branch Proponent. The Commandant of the US Army Finance School, an element of USASSC, is the branch proponent and branch chief of the Finance Corps. He is dependent upon USASSC staff directorates for the development and execution of many of his branch proponent functions.

d. Shared Responsibilities. Overlapping areas of interest and responsibility make an agreement on current and long range operations essential.

5. PRINCIPLES OF AGREEMENT. The VCSA approved the following agreement at the Personnel Service Support System Program Review in June 1986 with the concurrence of the TRADOC Commander and the Comptroller of the Army:

a. The Commander, Soldier Support Center (SSC), as proponent for Personnel Services Support (PSS), is responsible for developing and integrating PSS wartime doctrine, combat developments, and training.

b. SSC, as the PSS Integrating Center, will provide branch and functional proponents' requirements for modification and/or development of systems, standards, and procedures necessary to support PSS doctrine.

c. Proposals for changes to or for new systems, policies, and procedures (for peace and war) will be coordinated by applicable branch and functional proponents with USASSC for doctrinal consistency and impact on force structure, materiel, and training.

d. All proposals affecting the responsibilities of more than one proponent will be fully coordinated prior to implementation. Unresolved issues will be elevated until resolved.

6. RESPONSIBILITIES.

a. Commander, USASSC. Develops and documents concepts, organizational designs, materiel requirements, and TOE and related TDA augmentation manpower requirements and programs for the finance and accounting mission. Plans for and develops training programs and training support materiel, doctrinal publications (tactics, techniques, and procedures). Executes resident and nonresident training programs. Synchronizes efforts of the Finance School, USASSC Combat Developments Directorate (DCD), Directorate of Training and Doctrine (DOTD), and PSS Proponency Office.

b. Commander, USAFAC. Establishes, operates, and maintains procedures to execute finance and accounting doctrine and policy. This includes development and implementation of manual and automated data systems, to include software, and related implementation procedures and policies.

c. Commandant, Finance School. Designs, develops, conducts, and evaluates professional development and functional training programs. Is the Finance personnel proponent IAW AR 600-3. Prepares doctrinal and training support materiel. In conjunction with SSC, DCD, and DOTD, develops concepts, doctrine, organizations, and materiel requirements.

7. AGREEMENTS.

a. Procedures, policies, and systems established for peacetime operations should facilitate transition to wartime operations.

b. USASSC evaluates procedures and systems for doctrinal adequacy and develops or recommends procedural changes to support doctrinal requirements. USAFAC develops, operates, and maintains day-to-day procedures.

c. Changes affect both agencies. Routine coordination is essential to keep each agency fully informed and involved in the activities of the other. The respective staffs and elements will bring unresolved issues to the Commanders of USAFAC and USASSC for resolution. Each will refer major

unresolved issues to the Assistant Secretary of the Army (Financial Management) and the TRADOC Commander for resolution.

d. USASSC and USAFAC share responsibility for preparing and maintaining supporting publications in close coordination with each other. Our objective is to streamline publications and publication structures.

e. Channels of communications are open among USASSC Directorates, all elements of USAFAC, and the Finance School to support informal and routine staff coordination and sharing of information.

f. We will include each other in formal staff coordination of all actions which have impact on the other and require input from each other. Our objectives are to bring the full base of expertise into the test and evaluation of proposed programs; to allow lead time for programming changes to training, force structure, and doctrinal publications; and to keep the field agencies and organizations informed and involved.

g. We recognize that urgent regulatory changes required by law may preclude formal coordination.

8. EXECUTIVE AGENTS. Each agency will appoint an executive agent to be the primary point of contact for formal coordination.

a. USASSC. The Director, Combat Developments, is the executive agent.

b. USAFAC. The Director, Finance and Accounting Plans Office, is the executive agent.

c. RESPONSIBILITY. Executive agents will ensure coordination among all affected elements of their activities.

9. FINANCE EXECUTIVE ACTION BOARD. We agree to establish a standing committee, jointly chaired by the executive agents, to synchronize doctrine and policy, to promote sharing of information, to provide a forum for discussion and resolution of proposals and issues, and to establish short term and long range objectives for finance and accounting operations.

a. The board will meet monthly and as required. The USASSC executive agent will convene the first meeting. Responsibility to convene subsequent meetings will alternate between the executive agents. In coordination with the other, the host will establish the agenda, select the time and location, and issue invitations to board members.

b. Members include the following:

(1) USASSC: Five members, to include the Director of Combat Developments (Executive Agent); Commandant, Finance School; Director of Training and Doctrine; and USASSC Reserve Component advisors.

SUBJECT: Working Relationships and Agreements

(2) USAFAC: Five members, to include the Director of Finance and Accounting Plans Office (Executive Agent); Director of Pay Systems Development Directorate; Director Accounting Systems Development Directorate; Director Finance Network Quality; and Director Army Finance and Accounting Policy and Systems.

(3) Executive Agents may invite:

(a) On a quarterly basis or as required, representatives from FORSCOM, USAREUR, EUSA, WESTCOM, AMC, and Corps of Engineers (COE); and additionally

(b) On a semi annual basis, representatives from the Configuration Control Board for finance and accounting systems design/redesign efforts.

c. Goals.

(1) To foster efficient design and development of wartime finance and accounting systems and of peacetime systems which provide for transition to wartime.

(2) To identify and resolve issues.

(3) To evaluate proposed changes to the finance and accounting system.

(4) To develop and recommend changes to publications and publication structures which promulgate finance and accounting doctrine, policy, and procedures.

d. The Board may appoint ad hoc work groups as needed to study and resolve broad programs and issues.

10. REVIEW OF AGREEMENT. The Finance Executive Action Board will appoint a committee to revise and update this agreement within one year of its first meeting and annually thereafter.

Maurice O. Edmonds

MAURICE O. EDMONDS 17 Feb 87
Major General, USA
Commander, USASSC

V A Richard

VIRGIL A. RICHARD
Brigadier General, USA
Commander, USAFAC

DEFINITIONS

1. BRANCH PROPONENTS. The Army's respective branch schools develop concepts, doctrine, tactics, techniques, procedures, organizational designs, materiel requirements, training programs, training support, educational requirements, and related matters for a branch in the Army. AR 600-3 identifies the branch proponents responsibilities relating to personnel proponency to include the development of manpower requirements. The Commandant of the Finance School is the branch proponent and as such is the branch chief. The Finance School is a subordinate element of the USASSC.

2. COMBAT DEVELOPMENT. The process of designing Army forces for employment in a theater of operations. Simply put, combat development efforts seek answers to the basic questions such as, how will the Army fight? How will the Army be equipped, manned, trained, organized, and supported?

3. DOCTRINE. Fundamental principles by which military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. Doctrine is indispensable to an Army... Doctrine provides a military organization with a common philosophy, a common language, a common purpose, and a unity of effort.

4. FORCE DESIGN. Identifying the threat, developing a military strategy, as well as providing resources for other competing requirements and lanning for the deployment of those forces to the field to meet ontingencies.

5. FORCE PLANNING . Determining the Army's needs in gross numbers of major organizations, such as division force equivalents

6. FORCE STRUCTURE. The composition by numbers and types of units of the current, planned, or programed force for the total army (Divisions, Battalions, Companies). AR 78-11

7. FUNCTIONAL PROPONENTS. An organization or staff as the operative agency charged with the accomplishment of a particular function or functions. They establish policies and procedures to accomplish specific functions. Functional proponents perform tasks or missions which affect the day-to-day operation of the Army. As users of the products developed by the other proponents, functional proponents must provide feedback on the utility and effectiveness of these products, and provide support of formal evaluation. The functional proponent further enhance the combat development process by offering their expertise early. The Commander, USAFAC, is the functional proponent for finance and accounting policy.

8. INTEGRATING CENTER CONCEPT. The integrating centers are major subordinate elements of TRADOC. They ensure the systematic integrating of combat and training development efforts within three broad functional areas - combined arms, logistics and personnel service support(PSS). tegrating centers influence program development accomplishment, and source management for missions and products through specified membership n the TRADOC Program Resource Advisory Committee (PRAC) and, as appropriate, by providing input to the TRADOC PARR, PABE, COB, and installation contract development processes.

9. PERSONNEL SERVICE SUPPORT. One of the main functional areas of CSS which is defined as the management and execution of all personnel related atters and consists of the following functions: personnel service, dministrative services, health service support, finance/comptroller support, postal services, chaplain activities, legal service support, morale/welfare support activities, public affairs and general purpose automatic data processing (ADP) support activities.

10. PROCEDURES. A particular course or mode of action that describes how to perform a certain task.

11. SPECIFIED PROPONENT. An agency responsible for a designated area that does not fall within the purview of a branch proponent. Specified proponents will have the same responsibilities as branch proponents.

12. STANDARD. An exact value, a physical entity, or an abstract concept, established and defined by authority, custom, or common consent to serve as a reference model, or rule in measuring quantities or qualities, establishing practices or procedures, or evaluating results. A fixed quantity or quality.

13. TACTICS. The employment of units in combat. The ordered arrangement and maneuver of units in relation to each other and/or the enemy in order to utilize their full potentialities.

14. TECHNIQUES. The basic methods of using equipment and personnel.

. UNIT DESIGN. The micro aspects of determining what units are to look ike.