



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL
OFFICE OF THE COMMANDING GENERAL
455 MCNAIR AVENUE, SUITE 100
FORT SILL, OKLAHOMA 73503-5000

ATZR-C

22 July 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fires Center of Excellence Command Group Terms of Reference

1. Commanding General (CG): Serves as the CG of the Fires Center of Excellence (FCoE), Senior Commander of Fort Sill, and Fires Warfighting Function Force Modernization Proponent. The CG is responsible for all units assigned to the installation which includes Training and Doctrine Command (TRADOC) units and all tenant units.

a. The FCoE CG is the Senior Commander for Fort Sill. The CG exercises command authority, delegated through the chain of command, which runs directly to the FCoE, tenant brigade commanders, and the Medical Command (MEDDAC/DENTAC) commanders.

b. The CG is responsible for all institutional training conducted at Fort Sill. The CG exercises that responsibility through the Commandants of the U.S. Army Air Defense Artillery School (USADAS) and the U.S. Army Field Artillery School (USAFAS), the Commanders of the three TRADOC training brigades, and the Fort Sill Non-Commissioned Officer Academy (NCOA) Commandant. The CG is responsible for establishing standards of performance and force modernization for Fires, the Air Defense Artillery (ADA), and Field Artillery (FA).

c. The CG ensures the readiness of Fort Sill as a premier force projection platform by providing logistical support to train, mobilize, deploy, sustain, and reconstitute forces that stage from Fort Sill for worldwide rapid deployment.

d. The CG creates and maintains a positive command climate while maintaining a balance in the areas of leading, caring, training, and maintaining the force and its Families.

e. The CG is the senior safety officer of the FCoE and Fort Sill. He retains a keen personal interest in all aspects of safety throughout the command and expects assistants and subordinates to do likewise.

f. The CG:

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(1) Serves as Force Modernization Proponent (AR 5-22) with Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) requirements and integration responsibilities for Fires, ADA, and FA.

(2) Principal advisor to the Army Staff for all matters pertaining to the development, fielding, and sustainment of Fires, ADA, and FA capabilities.

(3) Provides guidance and direction for the execution of institutional and operational ADA and FA Fires.

(4) Executes Title 10 responsibilities including Uniformed Code of Military Justice (UCMJ).

2. FCoE Command Sergeant Major (CSM): The CSM is a member of the commander's personal staff by virtue of his being the senior noncommissioned officer of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the Noncommissioned Officer (NCO) Corps. Specific functions of the FCoE CSM are as follows:

a. Provides advice and recommendations to the commander and staff in matters pertaining to enlisted personnel.

b. Executes established policies and standards concerning enlisted personnel's performance, training, appearance, and conduct.

c. Maintains communications with subordinate unit NCOs and other enlisted personnel through NCO channels.

d. Monitors unit and enlisted personnel training and makes corrections as required.

e. Provides counsel and guidance to NCOs and other enlisted personnel.

f. Administers and chairs unit selection and Soldier boards for enlisted personnel.

g. Provides oversight of newcomers to include receiving and orienting newly assigned enlisted personnel and inspecting command activities and facilities.

h. Monitors and recommends actions as necessary on morale and discipline.

i. Provides oversight to the Installation's Borrowed Military Manpower (BMM) coordination process.

j. Responsible for Fort Sill NCO development program, provides oversight on the development of all NCOs (CPL-CSM), and provides oversight of the Fort Sill NCOA.

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3. Deputy to the Commanding General (DtCG): Serves as the DtCG of the FCoE and Fort Sill. Works in collaboration with and under the general direction of the CG in the development and execution of organizational goals, objectives, and policies to ensure commanders receive world class Fires Soldiers, equipment, and organizations. As directed by the CG, executes full responsibility to direct the actions of the Center's military and Civilian personnel, technical and managerial efforts, and annual operating budget. Additionally, and as directed by the CG, serves as the Commander's principal advisor and the Center's senior expert in force management, joint capabilities integration, requirements determination, and materiel acquisition. Assists the CG in exercising command responsibilities; authorized to give orders, directions, and guidance which have the same effect as those given by the CG. Serves as the acting FCoE Commander in the CG's absence. Represents the CG at senior-level conferences and with distinguished visitors. As designated, serves as the CG's representative at off-post community civic events. Specific DtCG functions include:

- a. Represents the CG in his absence and/or when delegated to do so by the CG.
- b. Leads integration of enterprise partners and subordinates across FCoE and Fort Sill.
- c. Serves as principal for executing CG's responsibilities as Fires Force Modernization Proponent in development of DOTMLPF-P for Fires, ADA, and FA as directed.
- d. Leverages and integrates Joint, Space, and other futures capabilities.
- e. Leads a collaborative, equity based, and effective governance system.
- f. Leads FCoE Directorate (CDID, DOTD, and AMTC) governance and integration.
- g. Conducts external engagements to secure resource streams.
- h. Manages FCoE resources for the CG to include funding, personnel, and contracts.
- i. Lead for community engagement and shaping of city, state, and federal leadership.
- j. Serves as primary interface and Subject Matter Expert (SME) on TRADOC processes.
- k. Leads integration of FA and ADA branches across DOTMLPF-P.
- l. Serves as Deputy Senior Commander of Fort Sill.
- m. As the Senior Department of the Army Civilian at Fort Sill, he/she:

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(1) Leads and manages hiring policies/actions, award policies, TDA changes and associated workforce management, training, union interactions and discipline for the FCOE Civilian cohort.

(2) Serves as senior advisor for all DA Civilian personnel matters.

4. ADA Commandant: The ADA Commandant has oversight of all USADAS activities and assumes responsibilities as CG, FCoE and Fort Sill when required. The ADA Commandant is in a dual role as the ADA Commandant and Chief of the Air Defense Artillery. The ADA Commandant is responsible for the institutional training of all Army, Joint, and Allied Air and Missile Defense (AMD) leaders. The Commandant conducts training, leader development and education, and is the personnel proponent for the ADA branch. As outlined in AR 5-22, the Commandant, as the branch proponent, is responsible for leader development and education, the execution of branch-specific training, leveraging and disseminating lessons learned from the field, developing the accessions strategy, and providing recommendations to our senior Army leaders on the personnel life cycle and career path of our Soldiers and leaders. Additionally, the Commandant provides recommendations and submits needs requirements to the FCoE Commander regarding ADA force management, training development, and modernization. The Commandant and his staff coordinate with other Centers of Excellence (CoEs), Combined Arms Centers, Combat Training Centers (CTC), higher headquarters, U.S. Army Space and Missile Defense Command (USASMD), and the Missile Defense Agency (MDA) to accomplish its mission.

a. USADAS provides skilled ADA Soldiers to the force, capable of fighting interdependently with other elements of the Joint, Interagency, Intergovernmental, and Multinational (JIIM) team at strategic, operational, and tactical levels.

b. USADAS educates and grows leaders. The School creates versatile and adaptive leaders, proficient in their branch and the Fires environment through the use of state-of-the-art virtual and constructive training, education, leader development courses, and materiel which will span individual and collective training, as well as self-development, institutional, and operational assignment training.

c. USADAS engages, collaborates, and partners with other branches, military services, coalition forces, and agencies to expand interoperability and integration, and to develop AMD students into master integrators of AMD and Fires capabilities at all echelons.

d. USADAS collects ADA observations from the field and facilitates dissemination of lessons learned to operational forces, the institutional Army, and the joint community, through cooperation with the Center for Army Lessons Learned (CALL), CTCs, and other external agencies.

e. USADAS ensures the history and traditions of ADA are documented and maintained.

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5. Deputy Commanding General (DCG) for Army National Guard (ARNG) Air Defense Artillery (ADA): The DCG for ARNG ADA serves as the advisor to, and as the personal representative of, the CG and ADA Commandant for all ARNG matters. He/she is responsible to assist the CG in planning and executing the CG's three distinct roles as (1) Fort Sill Senior Commander; (2) CG of the Fires Center of Excellence; and (3) Fires Force Modernization. The DCG also assists and collaborates with the ADA Commandant in planning and executing the Commandant's dual role as Commandant of the U.S. Army Air Defense School and ADA Branch Proponent. While the ADA Commandant retains responsibility for force-wide, active component and reserve component decisions holistically affecting the Army's ADA Branch, the DCG for ARNG ADA assures full DOTMLPF-P integration of ADA capabilities within the ARNG. He/she monitors all domains of DOTMLPF-P for active component programs and forces for application to ARNG. He/she assists the ADA Commandant in ADA training through direct oversight of the Regional Training Institutes and integration into the One Army School System. He/she ensures the ARNG is fully integrated in FCoE planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution. Primary functions include:

a. In support of the CG's responsibility as Senior Commander:

(1) Participates in command functions.

(2) Participates in ceremonies as a speaker or in other needed capacities.

(3) Manages the ARNG Active Guard Reserve (AGR) ADA personnel and resources and all other ARNG ADA efforts at the FCoE.

(4) Applies the uniqueness of Title 32 position to support CG's initiatives for increased awareness and integration with civic, city, county and state leaders.

(5) Supports CG's initiative for more effective use of Fort Sill assets and ranges for joint, binational, and multinational training and exercises.

b. In support of the CG's responsibility as CG FCoE:

(1) Represents the FCoE CG at senior-level meetings, conferences, and the ARNG Air Defense Artillery Advisory Committee.

(2) Represents the FCoE CG at Reserve Component meetings, conferences, and activities requiring general officer representation.

(3) Responsible for initial orientation and counseling of all ARNG ADA officers attending FCoE resident courses.

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c. In support of the CG's responsibility as Fires Force Modernization Proponent:

(1) Serves as the ARNG senior leader for ADA systems, capabilities, and force structure.

(2) Supports, advocates and defends FCoE priorities for ADA force modernization at National Guard Bureau (NGB) and other echelons to ensure an integrated multi-component force-wide capability.

(3) Ensures ARNG input is provided in the development, evaluation, and revision of all ADA training and doctrine products, training devices, and programs of instruction (POIs).

(4) Provides advice and assistance to the CG, ADA Commandant, and all FCoE directors on matters pertaining to the ARNG.

(5) Serves as FCoE liaison to USASMDC, USNORTHCOM, and MDA concerning the Ground-Based Midcourse Defense (GMD) program.

d. In support of the ADA Commandant:

(1) Serves as the deputy Branch proponent for the ARNG ADA Forces. Coordinates all actions with the ADA Commandant.

(2) Represents the ADA Commandant at senior-level meetings, conferences and the ARNG Air Defense Artillery Advisory Committee.

(3) Represents the ADA Commandant at Reserve Component meetings, conferences, and activities requiring general officer representation.

(4) Integrates and resolves issues for all reserve components as they relate to ADA and mobilization training.

(5) Formulates and revises ARNG plans, programs, policies, and procedures for the execution of the ADA branch mission and vision.

(6) Assists in the integration of the ADA training strategy to include policies and plans for the development of the ADA training initiatives and leader training programs to ensure ARNG equities and perspectives are included.

(7) Serves as the staff link between the FCoE, NGB, ACOMs, State Adjutants General, senior ADA commands, and ARNG Regional Training Institutes on ARNG ADA matters.

6. FA Commandant: The FA Commandant has oversight of all USAFAS activities and assumes responsibilities as CG, FCoE and Fort Sill when required. The FA

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Commandant is in a dual role as the FA Commandant and Chief of the Field Artillery. The FA Commandant is responsible for the FA and fire support institutional training of all Army FA leaders. Exercises supervisory leadership over the 428th FA Brigade (FAB). As outlined in AR 5-22, the Commandant, as the branch proponent, is responsible for Personnel and Leader Development, Doctrine and Education, and the execution of branch-specific training, leveraging and disseminating lessons learned from the field, developing the accessions strategy, and providing recommendations to our senior Army leaders on the personnel life cycle and career path of our Soldiers and leaders. Additionally, the Commandant provides recommendations and needs requirements to the FCoE Commander regarding FA force management, training development, and modernization requirements.

a. Field Environment and Rigorous Training and Education: Trains and educates FA Soldiers and leaders through hands-on, simulations, and classroom instruction ensuring they are skilled in the science and practice of their profession. Educates Army officers and NCOs so they are confident and competent in the art of command and employment of joint, lethal and nonlethal fires capabilities through the application of live, virtual, constructive and gaming technology to provide complexity and experiential learning opportunities.

b. Engages, collaborates and partners with other fires warfighting function proponents, branches, and sister-Services to expand interoperability; develops students with an expeditionary mindset to become master integrators of fires and effects at all echelons of command.

c. Collects FA observations from the field and facilitates dissemination of lessons learned to operational forces, the institutional Army, and the joint community, through cooperation with the CALL, CTCs, and other external agencies.

d. Promotes outreach to the operating force, joint fires community and multi-national partners by participating in other TRADOC branch and joint fires conferences and steering groups, by hosting subject matter expert exchanges and visits by senior foreign distinguished visitors, and reciprocating by providing training teams and exchanges that support Combatant Commander theater engagement plans.

e. Ensures that the history and traditions of the FA are documented, accessible, and disseminated to the correct audience.

7. Deputy Commanding General (DCG) for Army National Guard (ARNG) Field Artillery (FA): The DCG for ARNG FA serves as the advisor to, and as the personal representative of, the CG and FA Commandant for all ARNG matters. He/she is responsible to assist the CG in planning and executing the CG's three distinct roles as (1) Fort Sill Senior Commander; (2) CG of the Fires Center of Excellence; and (3) Fires Force Modernization. The DCG also assists and collaborates with the FA Commandant in planning and executing the Commandant's dual role as Commandant of the U.S. Army FA School and FA Branch Proponent. While the FA Commandant retains

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responsibility for force-wide, active component and reserve component decisions holistically affecting the Army's FA Branch, the DCG for ARNG FA assures full DOTMLPF-P integration of FA capabilities within the ARNG. He/she monitors all domains of DOTMLPF-P for active component programs and forces for application to ARNG. He/she assists the FA Commandant in FA training through direct oversight of the Regional Training Institutes and integration into the One Army School System. He/she ensures the ARNG is fully integrated in FCoE planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution. Primary functions include:

a. In support of the CG's responsibility as Senior Commander:

(1) Participates in command functions.

(2) Participates in ceremonies as a speaker or in additional capacities.

(3) Manages the ARNG Active Guard Reserve (AGR) FA personnel and resources and all other ARNG FA efforts at the FCoE.

(4) Applies the uniqueness of Title 32 position to support CG's initiatives for increased awareness and integration with civic, city, county and state leaders.

(5) Supports CG's initiative for more effective use of Fort Sill assets and ranges for joint, binational, and multinational training exercises.

b. In support of the CG's responsibility as CG, FCoE:

(1) Represents the FCoE CG at senior-level meetings, conferences and the ARNG Field Artillery Advisory Committee.

(2) Represents the FCoE CG at Reserve Component meetings, conferences, and activities requiring general officer representation.

(3) Responsible for initial orientation and counseling of all ARNG FA officers attending FCoE resident courses.

c. In support of the CG's responsibility as Fires Force Modernization Proponent:

(1) Serves as the ARNG senior leader for FA systems, capabilities, and force structure.

(2) Supports, advocates, and defends FCoE priorities for FA force modernization at NGB and other echelons to ensure an integrated, multi-component force-wide capability.

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(3) Ensures ARNG input is provided in the development, evaluation, and revision of all FA training and doctrine products, training devices, and programs of instruction (POIs).

(4) Provides advice and assistance to the CG, FA Commandant, and all FCoE directors on matters pertaining to the ARNG.

d. In support of the FA Commandant:

(1) Serves as the deputy Branch proponent for ARNG FA Forces; coordinates all actions with FA Commandant.

(2) Represents the FA Commandant at senior-level meetings, conferences and the ARNG Field Artillery Advisory Committee.

(3) Represents the FA Commandant at Reserve Component meetings, conferences, and activities requiring general officer representation.

(4) Integrates and resolves issues for all reserve components as they relate to FA and mobilization training.

(5) Formulates and revises ARNG plans, programs, policies, and procedures for the execution of the FA branch mission and vision.

(6) Assists in the integration of the FA training strategy, to include policies and plans for the development of the FA training initiatives and leader training programs, to ensure ARNG equities and perspectives are included.

(7) Serves as the staff link between the FCoE, NGB, ACOMs, State Adjutants General, senior FA commands, and ARNG Regional Training Institutes on ARNG FA matters.

8. Garrison Commander, Fort Sill (GC): The GC is responsible for day-to-day operation and management of Fort Sill installation and base support services. The GC ensures that installation services and capabilities are provided in accordance with HQDA directed programs, SC guidance, CLS, and IMCOM guidance. The GC provides additional service support in accordance with HQDA directives and provides reimbursable services in accordance with memorandum of understanding or agreement (MOU/MOA). The GC is responsible to deliver Family and installation programs, coordinates and integrates the delivery of support from other service providers, and obtains SC approval of the installation master plan. The GC may be appointed as a Summary Courts-Martial Convening Authority or the Special Courts-Martial convening authority for the installation and its support area. The GC responsibilities are as follows:

a. Represents the Army and the installation in the surrounding community as directed by the CG.

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b. Approves and issues garrison policies in accordance with respective Army regulations, or installation level policies involving tenant units as directed by the CG.

c. Approves and issues policies for IMCOM civilian workforce.

d. Develops and implements the Force Protection Program for the SC.

e. Supports and responsible for mobilization station requirements including those of subordinates as specified in AR 10-87.

f. Senior advisor to the SC for Fort Sill's annual Senior Commander's Installation Needs and Issues (SCINI). GC is responsible for creation of the SCINI, presenting the decision brief to SC, and submission according to regulations.

g. Provide the SC prioritized list of MCA/MCAR projects and requirements that impact subordinate units to support the development of the military construction (MILCON) program and the program objective memorandum (POM) prior to submission to IMCOM.

h. Senior advisor to SC for Fort Sill's annual Range Complex Master Plan (RCMP). GC is responsible for creation of the RCMP, decision brief to SC, and submission according to regulations.

i. Provide the CG with subordinate mission priority requirements for MILCON and base operations prior to submission to IMCOM.

j. Identify to IMCOM, through the CLS process and other requirements development processes, the required levels of garrison support needed to meet mission requirements. Also, identify to IMCOM any support requirements not included in CLS services. Collaborate with IMCOM in developing garrison support requirements that are applicable to all garrisons.

k. Evaluate the effectiveness of installation services and support and participate in the prioritization of these services and support on behalf of the CG.

l. Provide prioritization requirements for information technology and training enabler support to IMCOM.

9. Chief of Staff (CoS): The CoS has an interest and role in every activity that occurs within the FCoE and on the Installation. All actions from the FCoE flow directly through the CoS to the CG. The CoS supervises the FCoE staff and works closely with the Garrison Commander for control and management of the installation. The CoS has management and oversight of systems processes, governance, assessment, organizational structure/design/management, and business practices. The CoS is the CG's personal representative responsible for administering the day-to-day operations of

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the FCoE, has full authority over all members of the FCoE staff and directorates, and assists the CG in his role as Senior Commander through the integration and coordination of tenant organizations and the post's readiness posture. Specific functions of the CoS are as follows:

- a. Ensures proper coordination occurs between the FCoE and Installation staffs.
- b. Ensures good working relationships between FCoE, Fort Sill Installation, Combined Arms Center (CAC), Human Resources Command, AFC, and TRADOC staffs.
- c. Coordinates and approves the command and installation long range calendar.
- d. Ensures the proper reception, assignment, and equitable distribution of key personnel.
- e. Formulates and announces staff operating policies and procedures.
- f. Supervises the development and execution of command briefings, command and staff, and Unit Status Reporting.
- g. Supervises the FCoE coordination of special staffs and directorates.
- h. Oversees ceremonies, visitor programs, and all aspects of protocol.
- i. Leads and expedites matters of special interest to the CG.
- j. Serves as president of the Armed Forces Disciplinary Control Board.

10. Deputy Chief of Staff (DCoS): Deputy to the FCoE Chief of Staff and senior advisor/coordinator for the Command Group. Assigned functions include those of the CoS when performing in CoS's absence or for special projects assigned by the CG, DtCG, and/or CoS. The DCoS supervises and coordinates assigned personnel within the FCoE staff and works closely with the CoS and Garrison Commander for control and management of the installation. Specific functions of the DCoS are as follows:

- a. Provides expertise, continuity, and stability on a variety of functions with which senior leaders may not have in-depth experience. These functions include, but are not limited to labor relations, contracting, civilian workforce management, resource processes, and integration of staff support such as legal, protocol, public affairs, and community relations.
- b. Represents the FCoE in events and functions requiring consistent participation between command group, community, and civic leaders.

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c. Serves as the day-to-day interface between Command Group and FCoE organizations and staff regarding command expectations and guidance on briefings, tasks, and events.

d. Assists the CoS and transmits the desires and decisions of the CoS to appropriate staff elements.

e. Provides administrative program direction to subordinate commanders, directors, and their staffs.

f. Assigns tasks from the command group to subordinate commanders and directors.

g. Participates in long range planning of activities, new initiatives, and program changes.

h. Supervises assigned elements of the Command Group support staff and elements of the coordinating/special staff.

i. Represents the FCoE command group at senior level meetings of steering committees, councils, and advisory boards.

j. Chairs the O6 level Program Budget Advisory Committee.

k. Plans, directs, and coordinates a team effort in responding to special tasks from/for the command group concerning command issues.

l. Reviews all materials prepared for signature and information for the CG, DtCG, and CoS for content, coordination, and consistency with established policies and procedures.

m. Acts for the CoS in his absence.

11. CG's engagement planning and execution group. Develops, manages, and synchronizes the CG's engagement plan. Prepares the CG for engagements with internal and external audiences. Coordinates and prepares the CG for participation in 2-star and higher level forums/conferences, installation visits, outside the continental United States (OCONUS) trips, and other events as required. Assists/participates in the actualization of the commander's intent. Serves as the conduit with other commanders' planning groups and CIGs, working groups, and synchronization groups by passing information.

a. Command group research, analysis, and writing. Conducts independent and unconstrained research and analysis. Performs quality control on products and initiatives as directed. Researches and develops articles, talking points, and speeches as required. Provide products, conduct research, and liaison as needed to prepare the

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FCoE CG for key leader engagements, meetings, and conferences. Conducts final review of other staff sections' communication products.

b. Communication, synchronization, planning, and coordination. Directs the development, documentation, and update of communications synchronization conducted by the CG. Supporting organization for ensuring the remainder of the command understands the CG's current strategic priorities and communications by publication of notes, guidance, speeches, articles, and priorities. Ensures the professional presentation and accuracy of all products presented to internal and external audiences. Collaborates with FCoE directors and staff to ensure the commander's intent, guidance, and vision are reflected in relevant themes and messages.

c. Staff Synchronization Officer responsible for the coordination of all activities to include: briefings, meetings, social functions; synchronizes all activities between the Commanding General, Field Artillery and Air Defense Artillery Commandants, FCoE Directorates, subordinate Commanders, and FCoE Staff; writes all speeches and talking points for the CG; ensures efficient and timely dissemination and processing of all guidance, taskings, initiatives, and operations for Ft. Sill.

d. The FCoE Congressional LNO serves with the CPG Director to ensure congressional installation visits, visit executive summaries, and congressional information requests are executed in coordination with Congress and reported to the TRADOC Congressional Actions Office.

e. Protocol. FCoE Protocol office responsibilities are to plan, coordinate, execute, and supervise social events (ceremonies, dinners, receptions, socials, and lunches) hosted by the CG, DtCG, or Commandant(s) not managed by DPTMS. In accordance with the FCoE Visits SOP; assist in the planning, coordinating, execution, and supervision of integrated detailed itineraries to achieve the needs of the visitor and the command. To accomplish its assigned duties Protocol must provide advice and receive guidance on gift selection, maintain the selected gifts, and monitor and implement legal and budgetary requirements.

f. Conference preparation and coordination. Conducts necessary reconnaissance, coordination and on site preparation and support for the CG's conference engagements.

g. Assists in the preparation of electronic and written correspondence, as directed by the FCoE CG.

h. Special Projects. The CPG accomplishes special projects as directed by the CG.

i. Conduct graphics design and produces multimedia products in support of CG's events and messaging.

j. Coordinates strategic message of the Fires Bulletin Magazine.

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12. Secretary of the General Staff (SGS): The SGS coordinates command group operations and is the key advisor to the command group for administrative activities. The SGS is an integral element in FCoE engagement activities and a critical link to the field for disseminating information. The SGS manages and administers the budget and logistical and information technology support for the CG, DtCG, CoS, DCoS, CSM and special staff.

a. Provides direct assistance to all the command group in integrating, coordinating, processing, and supervising execution for staff actions involving the operations of the FCoE, ADA and FA Schools, base operations, and the management of garrison and tenant units of the installation requiring concurrence, approval, or the attention of a member of the Command Group.

b. Serves as the sole point of entry and exit for official correspondence external to the FCoE HQ.

c. Provides administrative support to the Command Group with budget, manpower, and personnel administration tasks to include providing office supplies and management of office automation.

d. Serves as Information Management Officer for the Command Group.

e. Provides staff advice, assistance, and consultation to the DtCG, the CoS, the ADA and FA Deputy Assistant Commandants, and Garrison directorates in administrative processes and matters related to personnel administration.

f. Coordinates between FCoE Command Group, ADA Commandant and FA Commandant to resolve key leader scheduling conflicts and continuity of command during absences of CG and DtCG.

g. Issues instructions in the form of staff memorandums or directives to serve as guides to staff principals relating to administrative and policy functions.

h. Serves as a link between Fort Sill units and agencies and the Command Group.

i. Integrates, coordinates, processes, and supervises execution of staff actions.

j. Plans and coordinates meetings chaired by members of the Command Group (CG, DtCG, CoS, DCoS and CSM).

k. Directs preparation of itineraries for distinguished visitors to the headquarters.

l. Ensures the preparation and execution of all official social events and ceremonies involving the Command Group leaders. Monitors receipt of read-ahead packets for all official social events.

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m. Proponent for USAFCoE & Fort Sill Regulation 1-11 (Staff Guide).

n. Primary scheduler for events in the Regimental Conference Room and Command Conference Room.

o. Maintains the FCoE Installation Master Policy File.

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

a. Provides for the general officer's personal welfare and security relieving him of routine and time consuming duties.

b. Helps prepare and organize schedules, activities, and calendars.

c. Prepares and executes trip itineraries.

d. Meets and hosts the general officer's visitors at his headquarters or quarters.

e. Acts as an executive assistant.

f. Supervises other personal staff members (assistant aides, enlisted aides, and drivers).

g. Performs varied duties, according to the general officer's needs.

h. Schedules flights/lodging/transportation as required for CG engagements.

14. CG's Executive Assistant: Serves as the secretary to the CG. His/her specific responsibilities include the following:

a. Represents the Command Group and assists in daily operations. Assist in receiving visitors, taking phone calls/messages, providing phone/GOMO rosters when needed.

b. In conjunction with the Aide, answers phone calls and schedules office calls.

c. Prepares and organizes the CG's schedules, activities and calendars.

d. Assists the Aide in de-conflicting the CG's schedules, activities and calendars.

e. Responsible for responding to all RSVPs solicited to the CG.

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- f. Prepares the CG's DTS authorizations and vouchers.
- g. Maintains the CG's spouse's calendar and is the primary point of contact for her.
- h. Attends the CG's calendar scrubs.
- i. In conjunction with the Admin NCO, responsible for reviewing, finalizing and tracking correspondence.
- j. Conducts a monthly audit of the CG's GOVCC to identify potential discrepancies.
- k. Updates the CG's battle rhythm tracker.
- l. Updates the CG's TDY/events calendar.

15. Admin NCO: Serves as the administrative NCO to the CG. His/her specific responsibilities include the following:

- a. Responsible for the CG's correspondence. Provides drafts of letters of recommendation, condolences and congratulations for the CG's signature.
- b. Answers phones and records correspondence.
- c. Responsible for the CG's OER rating profile.
- d. Responsible for the CG's rating tracker.
- e. Responsible for awards processing and tracking.
- f. Maintains cleanliness and orderliness of the office and sufficient supplies.
- g. Serves as the CG's Executive Assistant when the EA is not available.
- h. Tracks key personnel important dates such as birthdays, anniversaries, etc.

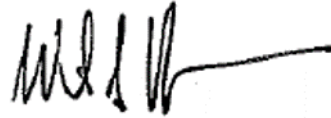
16. Driver: Serves as the official driver to the CG. His/her specific responsibilities include the following:

- a. Maintenance and cleanliness of the CG's vehicle.
- b. Route reconnaissance and route safety for all driving missions.
- c. Phone answering and assists with cleanliness and orderliness of the office.
- d. Military Air Flight coordinator.

ATZR-C

SUBJECT: Fires Center of Excellence Command Group Terms of Reference

17. Point of contact for this memorandum is the Deputy Chief of Staff at (580) 442-8300, email: alvin.w.peterson6.civ@mail.mil.

A handwritten signature in black ink, appearing to read 'W. A. Shoffner', with a long horizontal line extending to the right.

WILSON A. SHOFFNER
Major General, USA
Commanding