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FM 101-5: Staff Organization and Operations
Staffs exist to help the commander make and implement decisions. No command decision is more important, or more difficult to make, than that which risks the lives of soldiers to impose the nation’s will over a resisting enemy. Staff organizations and procedures are structured to meet the commander's critical information requirements. Therefore, to understand the staff and its organization, responsibilities, and procedures, it is first necessary to understand how commanders command. Since the Army exists to successfully fight and win the nation’s wars, understanding command begins with understanding how the Army fights. The skills, procedures, and techniques associated with command in war also may apply to managing Army organizations in peacetime; however, our doctrine must focus on war fighting.

BASIS FOR STAFF ORGANIZATIONS

Military staffs are organized according to the following interrelated considerations:

- Mission.
- Broad fields of interest.
- Regulations and laws.

The mission determines activities units are to accomplish. These activities, in turn, determine how the commander organizes, tailors, or adapts the staff to accomplish the mission. Regardless of the command mission, every Army staff has common broad fields of interest that determine how the commander divides duties and responsibilities. Grouping related activities allows an effective span of control and unified effort.
CHARACTERISTICS OF A STAFF OFFICER

COMPETENCE

Every staff officer has to be competent in all aspects of his position and know his specific duties and responsibilities better than anyone else. He also must be familiar with the duties of other staff members to accomplish vertical and lateral coordination to reach the best recommendation for the commander. The commander expects the staff officer to properly analyze each problem and know, not guess at, the correct answer to make a recommendation. The staff officer must have the moral courage to admit when he does not know the correct answer to any question.

INITIATIVE AND JUDGMENT

A staff officer must have the initiative to anticipate requirements. He must also use good judgment to size up a situation quickly, determine what is important, and do what needs to be done. He cannot wait for the commander to give specific guidance on when and where to act. He must anticipate what the commander needs to accomplish the mission and the questions the commander will ask in order to make an informed decision.

CREATIVITY

A commander is always looking for new and innovative solutions to problems. The staff officer must be creative in researching solutions to difficult and unique situations. Creative thinking and critical reasoning are skills that aid the staff officer in developing and analyzing, respectively, courses of action. If he cannot recommend a course of action in one direction or area, he must find an alternative.

FLEXIBILITY

A staff officer must have the maturity and presence of mind to keep from becoming overwhelmed or frustrated by changing requirements and priorities. A commander will frequently
change his mind or direction after receiving additional information or a new requirement from his commander. More frequently than not, the commander will not share with the staff officer why he suddenly changed his mind. The staff officer must remain flexible and adjust to the needs and desires of the commander.

CONFIDENCE

A staff officer must have the mental discipline and confidence to understand that all staff work serves the commander, even though the commander may reject the resulting recommendation. The staff officer must not put in a “half effort” because he thinks the commander will disagree with the recommendation. The work of the staff officer has assisted the commander in making the best possible decision.

LOYALTY

The staff officer must be loyal to the commander. Adherence to loyalty will help the staff officer tell the commander the right information rather than what he thinks the commander wants to hear. The staff officer must have the moral courage to tell the commander the “good” and “bad” news. The old adage “bad news never gets better with age” is appropriate for every staff officer.

The staff officer must also be loyal to the soldier. Any staff work, whether it is an operation plan (OPLAN) or a training event, will eventually affect the soldier. The soldier will have to execute the recommendation of the staff officer if the commander approves the recommendation. The staff officer must never forget how his recommendation will affect the soldier.

TEAM PLAYER

The staff officer must be a team player. He cannot complete staff actions and staff work in a vacuum; he must advise, consult, and cooperate with others. He must be prepared to represent another’s decisions as if they were his own. A wise staff officer should also maintain a pleasant disposition because it will help achieve results which he could not otherwise obtain.

EFFECTIVE COMMUNICATOR
The staff officer must be an effective communicator. Effective communication is crucial for the staff officer. The staff officer must clearly articulate orally, in writing, and visually (with charts and graphs) the commander’s intent and decisions.

**S-1: PERSONNEL**

The S1 is the principal staff officer for all matters concerning human resources (military and civilian), which include personnel readiness, personnel services and headquarters management.

**DUTIES AND RESPONSIBILITIES**

- Assist other officers of 82nd with their planning and organizational needs
- Assist S2 with background checks of recruits
- Plan and organize Commander’s Calls
- Maintain 82nd policies and other documents
- Assist with processing enlistments
- Assist with roster functions
  - promote
  - move
  - lateral moves
  - demotions
  - vacating the roster
  - adding new slots
- Assist members with profile and roster information, password changes, game player ids, etc

FM 101-5: Staff Organization and Operations
S-2: SECURITY

The S2 is the principal staff officer for all matters concerning military intelligence (MI), counterintelligence, security operations, and military intelligence training.

DUTIES AND RESPONSIBILITIES

• Provide continual background checks of all 82nd members for compliance to 82nd’s anti-cheat policy

• Provide initial background checks for new recruits - Including:
  o AA2 and AA3 history verification through aa-mbs and battletracker
  o AA2 and AA3 GUID verification
  o Anti Cheat background history with member anti-cheat organizations
  o Review of issues with other non-member Anti-Cheat organizations
  o Review of internet activity under old player names, email addresses, etc.

• Monitor compliance of 82nd members with 82nd policies

• Gather Intelligence from other clans, websites concerning the 82nd
S-3: OPERATIONS

The S3 is the principal staff officer for all matters concerning training, operations and plans, and force development and modernization.

DUTIES AND RESPONSIBILITIES

• Develops training materials to assist other officers with training including:
  ○ Screenshots
  ○ Videos
  ○ Tutorials
  ○ Tests
• Spectates and evaluates skill deficiencies
• Provides familiarization to new unit members
S-4: LOGISTICS

The S4 is the principal staff officer for coordinating the logistics integration of supply, maintenance, transportation, and services for the command. The S4 is the link between the support unit and his commander plus the rest of the staff. The S4 assists the support unit commander in maintaining logistics visibility with the commander and the rest of the staff. The S4 must also maintain close and continuous coordination with the S3.

DUTIES AND RESPONSIBILITIES

- No role defined yet
The S5 is the principal staff officer for all matters concerning civil-military operations (the civilian impact on military operations and the impact of military operations on the civilian populace). The S5 has responsibility to enhance the relationship between military forces and civilian authorities and personnel in the area of operations to ensure the success of the mission.

**DUTIES AND RESPONSIBILITIES**

- No role defined yet
The S6 is the principal staff officer for all matters concerning signal operations, automation management, network management, and information security.

DUTIES AND RESPONSIBILITIES

- Design signature graphics for 82nd members
- Help design overall look of 82nd website, including themes. The skills needed for this are:
  - Basic HTML
  - Basic understanding of CSS Positioning, inheritance and CSS include files, as well as color hex values
- Creation of various ShockWave Flash areas on the 82nd web site and at the request of S3 for training purposes
- Manipulation of graphics including:
  - Scissor cut/paste
  - Blur, smudge, contrast colors and other anti-aliasing techniques
  - Font manipulation
  - PNG alpha transparencies and animations
  - Experience using Photoshop or freeware Gimp using layers
- Creation of 82nd banners, smilies, icons, etc
- Maintaining News
- Assistance with advertising and recruiting ads on other websites
The S7

DUTIES AND RESPONSIBILITIES

- No role defined yet
The chaplain is a personal staff officer responsible for coordinating the religious assets and operations within the command. The chaplain is a confidential advisor to the commander for religious matters.

DUTIES AND RESPONSIBILITIES

In USAT, the Chaplain provides moral support and morale activities that help make membership in USAT worthwhile and fun.