

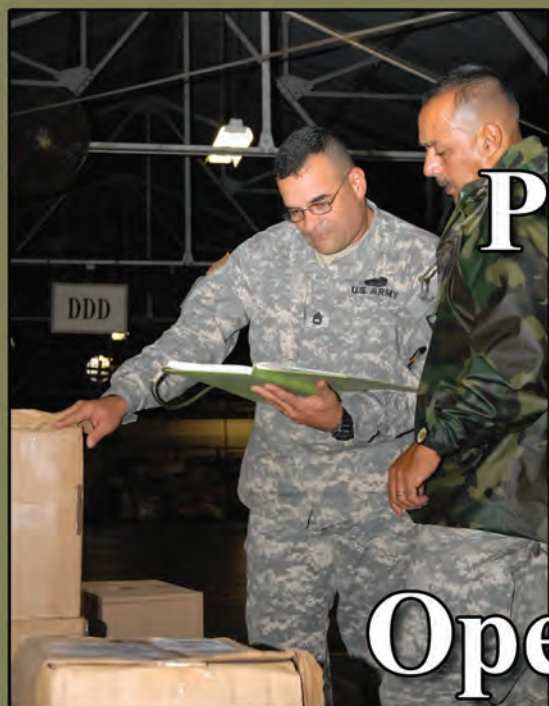


HANDBOOK



No. 12-06

Feb 12



Property Book Officer Operations

Observations, Insights, and Lessons

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Property Book Officer Operations Handbook

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Foreword

This handbook provides commanders with a tool to effectively employ and train their property book sections, and provides property book office personnel with consolidated, modular based, Army Force Generation (ARFORGEN)-orientated guidance concerning property book office operations.

The handbook serves as a natural outgrowth of the Army's transformational efforts, the evolution of ARFORGEN-equipping strategy, and as an extension of the Army's Campaign on Property Accountability to improve enterprise-level total asset visibility and on-hand equipment readiness reporting initiatives at the battalion and brigade combat team (BCT) levels.

Key Lessons:

- Understand the purpose and roles of the property book officer (PBO).
- Understand the relationship between the commander and the PBO.
- Understand the purpose and role of the PBO within modularity and ARFORGEN.
- Train and employ property book office teams and personnel.

Army transformation to a modular BCT force structure and over nine years of wartime operations have resulted in property book office personnel representing a comprehensive equity within the Army's equipping and materiel enterprise (the Army Enterprise Program). PBOs now exclusively serve as the Army's modular-level center of gravity for ARFORGEN-equipping accountability, developing total asset visibility readiness data and processing total package fielding force modernization materiel transactions.

Commanders and PBOs using this publication will have relevant and value-added capability in regard to improving the ARFORGEN equipment readiness posture and to ensuring support of the Army's equipping and materiel enterprise asset visibility objectives for the supported commander.



Gwen Bingham
Brigadier General, US Army
Commandant, US Army Quartermaster
School/The Quartermaster General

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The content of this handbook has been written and prepared by the professional quartermasters of the Logistics Training Department and the property book technicians (warrant officers) attending the Basic and Advanced Warrant Officer Courses at the U.S. Army Quartermaster School, Fort Lee, VA. Any questions should be directed to the Logistics Training Department via the U.S. Army Quartermaster School website.

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

Note: Any publications (other than CALL publications) referenced in this product, such as ARs, FMs, and TMs, must be obtained through your pinpoint distribution system.

Chapter 1

Property Book Officer Purpose and Duty Roles

Introduction

To understand the Army's formal accountability requirements within the spectrum of the materiel enterprise, Soldiers and civilians first must appreciate the general nature of property book office operations and the perpetual concept of property accountability in support of the Army Force Generation (ARFORGEN)-equipping strategy (in accordance with [IAW] the current Army Campaign Plan).

The Army has invested billions of taxpayer dollars in property and equipment that has been placed in the direct care and custody of commanders, Soldiers, and civilians. A great deal of trust is placed in the commander's accountable officer (known as the property book officer [PBO]) to perform duties on behalf of the commander with fortitude, ensuring objective and professional stewardship of property, equipment, and nonexpendable resources.

A PBO can serve as a tactical PBO (e.g., battalion, brigade, Special Forces [SF] group, or regiment); a nontactical PBO (e.g., installation accountable officer: central issue facility); as a force-projected PBO (e.g., theater provided equipment and task force or combined joint special operations task force); as a test facility/organization PBO; and as an equipment fielding agency PBO.

PBO History

According to the U.S. Army Quartermaster Museum, the PBO came into existence with the formation and appointment by Congress of the first Army Quartermaster General in 1775 (a year before the Continental Congress officially declared America's independence from the King of England, some 236 years ago).

The Quartermaster General was given the responsibility to appoint a PBO for each Army unit (and each state) to protect the public property of the Army and that of the colonial government.

The first publication regarding the accountability of government and Army property can be found in the 1780 "Plan for Conducting the Quartermaster Generals Department," agreed to by Congress on 15 July 1780.

The first printed forms for accountability were instituted by BG Thomas Sidney Jessup (known as the "father of the modern Quartermaster Corps,"

having served as the Quartermaster General for 42 years) in 1827 within his System of Accountability (with regulatory updates to follow in 1838 and 1845).

The periods of 1861–1863 (during the Civil War) saw continued updates and resulted in the development of the *Quartermaster Guide* in 1864, the *Company Clerk Guide* in 1864, and the *Quartermaster Manual* in 1865.

Later versions of quartermaster manuals were consistently updated and printed in 1878, 1898, 1910–1917, and in 1930, with each outlining and articulating the requirement and duties of the PBO.

After World War I, the primary means of accounting for property was accomplished by virtue of depot supply officers being held pecuniarily liable for property assigned to them for formal and accurate accounting. This process continued until the property in question was transferred to another officer or when properly disposed of.

The eventual introduction of Warrant Officer Military Occupational Specialty (MOS) 920A, Property Accounting Technician, addressed the modern demand for efficient technical data management and recordkeeping within the Army Materiel Enterprise.

PBO Duty Appointment and Commander Relationship

PBOs are required to be appointed by the commander at the level of authority at which the applicable property book is established. This formal duty appointment authorizes them to perform the duties of a PBO (special staff) IAW Army Regulation (AR) 735-5, *Policies and Procedures for Property Accountability*, Chapter 2-10; AR 710-2, *Supply Policy Below the National Level*, Chapter 2-5; and Department of the Army (DA) Pamphlet (PAM) 710-2-1, *Using Unit Supply System (Manual Procedures)*, Chapters 4 and 5.

The official definition and requirements to perform the duties of an accountable officer are found in AR 735-5, Chapter 2-10, Section III, Accountable Officer. An accountable officer may be:

- Any Department of Defense (DOD) commissioned officer (logistics officer, MOS 90A) or warrant officer (MOS 920A). Army National Guard (ARNG) officers must be federally recognized.
- A DOD civilian employee, if determined by the appointing authority to be properly qualified.
- A DOD enlisted person, in the grade of sergeant or above (MOS 92Y), when appointment is approved by the major command (MACOM) commander, the major subordinate command commander, or the head

of a Headquarters, Department of the Army (HQDA) agency, when persons cited above are not available. Within ARNG, the unit supply sergeant will not be the PBO unless a traditional M-day officer is not assigned to the unit (further ARNG requirements are found in AR 735-5, Chapter 2-10).

- Foreign national employees of the U.S. Army, in overseas areas, when no military or U.S. DOD civilian employees are assigned and when approved by the MACOM or the command two levels above the organization for which the accountable officer is appointed. (Does not apply to accountable records maintained for communications security [COMSEC] equipment. COMSEC custodians maintaining accountable records must be U.S. citizens IAW AR 380-40, *Policy for Safeguarding and Controlling Communications Security [COMSEC] Materiel.*)

Persons will not perform the (dual) functions of stock record accountable officer, PBO, transportation officer, General Services Administration Government Purchase Card officer, or blanket purchase agreement ordering officer duties simultaneously. As an exception, PBOs within U.S. Recruiting Command may perform duties as an ordering officer simultaneously with the limitations outlined in AR 735-5, Chapter 2-10, (5), b.

Accountable subsistence officers are appointed IAW AR 30-22, *The Army Food Program*. COMSEC accountable officers are appointed IAW AR 380-40.

Normally, an accountable officer will not be assigned duties that will remove or separate him from his property account for an extended period of time.

PBOs perform their unique duties directly on behalf of the commander (colonel and lieutenant colonel) as the commander's personal "honest broker." PBOs are required by HQDA to sign an annual property accountability statement (PAS) accepting personal responsibility for their command's property.

Due to the exclusive nature of their special staff duties and the intrinsic link with the commander, it is strongly recommended that the PBO rating scheme reflect officers reporting directly to the commander (thus ensuring the integrity of the commander's property accountability chain, serving to mitigate undue influence) with the commander serving as the PBO's senior rater.

- A commander-orientated rating scheme ensures objective duty performance and promotion potential assessment by the senior officer who the PBO exists to represent.

- Ensuring direct interaction with the commander cultivates a well-nested logistics knowledge management capability regarding the optimal operational reach and endurance of the property book office team throughout the five processes of force projection: mobilization, deployment, employment, maintaining personnel and materiel, and redeployment.
- Senior-level mentorship is critical; thus, a senior property book office team chief (at the brigade, SF group, or regiment level) should be strongly considered in rating schemes (e.g., as either the rater or intermediate rater) in the best interest of career development and professionalism for subordinate PBOs.
- The Army's continued efforts to achieve materiel enterprise equipping readiness and supply discipline performance standards are best served by allowing senior commanders to identify the most experienced and qualified property accountability technicians within the current and future force for promotion consideration.

Figure 1-1 is an example of a battalion, brigade, SF group, or regiment commander PAS. Figures 1-2 and 1-3 are examples of a PBO duty appointment order. Figure 1-4 is an example of DA Form 67-9, *Officer Evaluation Report*, Part III - Duty Description, for a PBO.

Contractibility of the Accountable Officer

The responsibilities of the accountable officer as an individual and the position of the accountable officer are not contractible IAW AR 735-5.

Duties of Accountable Officers


The accountable officer will maintain a formal set of property accounting records that show, on a continuing basis, the item identification, gains, losses, on-hand balances, and the conditions and locations of all property assigned to the account.

The accountable officer is the officer in charge of the commander's property book office team (personnel and equipment) and is personally responsible for the operation and efficiency of the commander's property book system.

Each property book account will be managed by a formally appointed PBO. The PBO is the accountable officer within the context of AR 735-5.

Upon appointment to perform accountable officer duties by the authorized commander or the head of the activity for whom the property records are being maintained (for each activity having an assigned parent organization unit identification code [UIC]), the PBO will conduct a PBO inventory (IAW AR 710-2, Appendix B-2), making necessary administrative corrections to property records (i.e., in lieu of an outgoing accountable

officer being present; outgoing accountable officers are responsible for all corrections until relieved from their duty appointment as the PBO).

 OFFICIAL SOURCE OF RECORD (IAW AR 15-6, AR 710-2, AR 735-6, RELIEF FOR CAUSE)

DEPARTMENT OF THE ARMY
11TH TACTICAL THEATER SIGNAL BRIGADE (TTSB)
2274 IRWIN STREET
FORT HUACHUCA, ARIZONA 85613-7071

INSRLY TO:
ATTENTION OF: AFFG-SGC

MEMORANDUM FOR RECORD

SUBJECT: Annual Battalion (Brigade) Property Accountability Statement (PAS)

1. IAW HQDA EXORD 269-10 (CAMPAIGN ON PROPERTY ACCOUNTABILITY); I certify that I am responsible for all of the property within my command.

2. Effective upon the date of this statement, I have separately appointed my Property Book Officer (PBO) and Command Supply Discipline Program (CSDP) monitor to perform formal property accountability and applicable CSDP duties on my behalf.

3. I have reviewed the CSDP Policy Letter from my higher headquarters and have implemented the supply discipline performance requirements (i.e. IAW AR 710-2, Appendix B, Tables 1-4), through initial counseling and professional development training events. Leader, Soldier, and low-density MO's 92A/92Y CSDP training standards will be established and incorporated into command training calendars quarterly at my level of command.

4. The point of contact for this memorandum is the 11TH TTSB 54 and PBO at DSN 821-1604/1605, COM (520) 266-1007/1008.

FRANCIS S.F. MARION
COL, IN
Commanding

OFFICIAL SOURCE OF RECORD IAW AR 15-6, AR 710-2, AR 735-6, RELIEF FOR CAUSE

Figure 1-1. Commander PAS (example)

 OFFICIAL SOURCE OF RECORD IAW AR 15-6, AR 710-2, AR 735-5, RELIEF FOR CAUSE

DEPARTMENT OF THE ARMY
11TH TACTICAL THEATER SIGNAL BRIGADE (TTSB)
2274 IRWIN STREET
FORT HUACHUCA, ARIZONA 85613-7071

REPLY TO
ATTENTION OF: AFFG-5GC

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Brigade Property Book Officer Duty Appointment.

1. Effective 10 March 2010, you are appointed to perform the following duties as the 11TH TTSB Property Book Officer (PBO) for the enclosed Unit Identification Codes (UICs) and Department of Defense Activity Address Codes (DODAACs) on behalf of the Brigade Commander.

- a. Team Chief, Property Book Office (to include all rear detachment UICs).
- b. Command PBUSE system Manager.
- c. PBUSE Asset Visibility Manager (Brigade cross-level data per subordinate UIC).
- d. Command Supply Discipline Program (CSDP) monitor, trainer, and inspector.
- e. Unit Equipment Readiness Listing (UERL) Manager (composite LIN data).
- f. Command CL II and VII Nonexpendable Resource Manager (PBUSE document registers, GPC, DA FORM 3953 PR&C, DD FORM 250, SF 1149, GFP with contractor, CTO).
- g. UIC and DODAAC Manager for command PBUSE systems.

2. Authority: AR 710-2, Para 2-5g; AR 735-5, Para 2-10; PBUSE End User Manual, Appendix I.

3. Purpose: To maintain brigade-level accountability of nonexpendable property and resources IAW DOD, MACOM, MSC, and installation regulatory and policy requirements.

4. Period: Effective immediately until relieved by Appointing Authority.

5. Point of contact for this memorandum is CW2 William F. Tandy, 11TH TTSB PBO at DSN 821-1605, COM (520) 286-1008, or william.f.tandy@us.army.mil.

1 Encl
Brigade UICs/DODAACs

FRANCIS S.F. MARION
COL, IN
Commanding

DISTRIBUTION:
11TH TTSB S1
Individual

OFFICIAL SOURCE OF RECORD IAW AR 15-6, AR 710-2, AR 735-5, RELIEF FOR CAUSE

Figure 1-2. PBO duty appointment memo (example 1 of 2)

ENCLOSURE				
BRIGADE PROPERTY BOOK OFFICER APPOINTMENT ORDER, AFFG-SGC				
11 th TTSB UIC's/DODAAC's (PBUSE)				
UIC: WCDRFF Unit Name: 11 th TTSB (HDR)				
UIC	INS	DODAAC	Unit Name	Request Access
WCDRFF	E3C	(NA)	11 th TTSB Parent	PBO/Accountable Officer
WCDR99	E3C	W81KR1	HHC, 11 th TTSB	PBO/Accountable Officer
WCDRAA	E3C	W90DVK	HHC, 11 th TTSB	PBO/Accountable Officer
WCDRHD	E3C	W61DCZ	HHC, 11 th TTSB (RD)	PBO/Accountable Officer

Figure 1-3. PBO duty appointment memo (example 2 of 2)

PART III - DUTY DESCRIPTION	
a. PRINCIPAL DUTY TITLE: Group Property Book Team Chief	b. POSITION ACORR: 920A/QM
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa. DA FORM 87-9-1	
<p>Serves as the Group Property Book Office Team Chief for the 7th Special Forces Group (AIRBORNE), consisting of four Special Forces Battalions and one Group Support Battalion (GSB) with subordinate Property Book Officers (PBOs). Officer responsible for the oversight and strategic resourcing of command equipment readiness, accountability, and asset visibility reporting of the Group's property book valued in excess of \$800 million dollars. Administers the commanders Command Supply Discipline Program (CSDP) and provides quality control oversight of the Small Purchase Program regarding enforcement of formal accountability procedures. Officer responsible for the commands integrated logistics support plans that encompass the Equipment On Hand (EOH) Unit Status Report (USR), MTOE equipment Force Modernization (FORCMOD), and the commands deployed theater PBO Operations Cell in multiple Area's of Responsibility (AORs) with SOCOM. Supervises one SFC/E7 and two contract civilians.</p>	

Figure 1-4. Example of DA Form 67-9, *Officer Evaluation Report*, Part III – Duty Description for a PBO

The PBO will sign and maintain a statement accepting property book accountability for property in the quantity shown on each record of the property book. Direct responsibility is also accepted for property not issued on hand receipts (e.g., property or equipment pending issue to subordinate units). The PBO will ensure that applicable installation and external

operating requirements are identified and addressed to effectively operate the property book office (e.g., duty appointment order copy with signature card for/with agencies such as supply support activity [SSA], Army prepositioned stock [APS], troop issue subsistence activity, installation transportation officer, etc.).

PBOs will ensure they achieve the regulatory requirements outlined in AR 710-2, Appendix B-2, when performing their duties (at a minimum, local procedures, higher headquarters, and updated HQDA polices may also apply).

Types of Accounts

The property book account is a formal set of property accounting records and files maintained at the user (e.g., battalion, brigade, group, or regiment) level IAW AR 25-400-2, *The Army Records Information Management System (ARIMS)*. It is used to record and account for all nonexpendable and other specially designated property issued to that activity.

The stock record account is a formally established set of records and files used to account for U.S. Army property being held for issue by the PBO.

Property Book System

General accounting polices applicable to the property book system are found in AR 710-2, Chapter 2-5; AR 735-5, Chapter 2-13; and DA PAM 710-2-1, Chapter 4.

Due to the fact that MOS 92Y sufficiently and consistently covers the policies and fundamental regulatory requirements pertaining to property accountability procedures in Advanced Individual Training, the Advanced Leaders Course (formerly the Basic Noncommissioned Officers [NCO] Course), and the Senior Leaders Course (formerly the Advanced NCO Course), only policy and regulatory ready-reference links are provided within this chapter for further use for the property book office NCO and enlisted personnel.

Likewise, further basic and advanced accountability guidance are provided in the Warrant Officer Basic Course and refreshed in the Warrant Officer Advanced Course; thus, only policy and regulatory ready-reference links are provided within this chapter for further use for PBO warrant officers.

Property Book Officer Core Competencies

In accordance with existing Army policy guidance, regulations, and effective All Army Activities (ALARACTs) messages, PBOs represent a comprehensive and relevant equity within the Army's materiel enterprise, playing critical direct-support roles in the equipping, preparing, sustaining,

reset, transforming, and restationing of forces (i.e., lines of effort) by executing core competencies that include:

- Establishment of the command's Enterprise Resourcing Planning (ERP) property book system. Establishes accounting of authorized basic and operational loads of Class (CL) I, III, V, and VIII items; CL VII and VIII nonexpendable and durable/deployable Common Table of Allowance (CTA) items in authorization documents (modified table of organization and equipment [MTOE], Table of Distribution and Allowance (TDA), Joint Table of Allowance [JTA]); and identified items IAW commander or accountable officer guidance. Ensures the preparation and timely completion of monthly sensitive item, cyclic, and primary hand receipt inventory updates (due on or about the 25th calendar day of each month). Supporting documents pertaining to total package fielding (TPF), lateral transfer, turn-in, found on installation, local purchase, and accountability of government-furnished equipment with contractors are also essential and routine PBO property accountability procedural requirements.
- Management of property book catalog data IAW Supply Bulletin (SB) 700-20, *Army Adopted/Other Items Selected for Authorization/List of Reportable Items*, the Federal Logistics Catalog, and the Standard Study Number-Line Item Number Automated Management and Integrating System databases. Conversion of user-created catalog data: authorized substitutions of line item numbers (LINs) IAW MTOE, TDA, and JTA authorization documents; asset description updates; and accurate nonstandard LIN item data.
- Management of annual nonexpendable and PBO-managed document/activity registers IAW the ERP system (to include command-approved reports of constraint that impact equipment-on-hand [EOH] readiness reporting) includes receiving supply transaction documents, verifying records, and processing data in support of the commander's readiness objectives.
- Management of PBO files reflecting valid transactions concerning property accountability data.
- Management of ERP unit equipment readiness listing reports that impact the commander's unit status report (USR) EOH composite report. Validation of authorized equipment substitutions, LIN exemptions, and valid supply requisitions to fill authorization document LIN quantities required to maintain equipment readiness.

The concept of measuring and assessing effective property book performance standards (auditable accountability performance) against established Army accountability requirements and/or the performance of

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the supply system serves as the primary method to gauge the efficiency of property book operations. IAW Table 1-2, AR 710-2, PBO performance standards would include the data accuracy rate and timely completion of such routine reports as:

- Annual/cyclic PBO or primary hand receipt inventories.
- Monthly weapons and ammunition inventories.
- Sensitive item inventories (other than weapons and ammunition).
- Basic load inventories.
- Processing time for document registers for supply requisitions, receipts, issues, due-ins, and turn-ins.
- Document accuracy pertaining to property authorizations.
- Transactions affecting property book balances.
- Transactions not affecting property book balances.
- Input transaction reports (among others).

It is the responsibility of PBOs to develop such performance metrics and assessments to ensure their operations are meeting the intent (stated and implied) of current Army policy and regulations.

Figures 1-5 and 1-6 are examples of PBO operational and equipment readiness performance metrics.

PBO Operations: 30 Day Performance Metrics							
PBO ACTION	QTY	QTY Complete/Posted	Completion %	QTY Filed	File %	QTY of Error	Remarks
Monthly SSI (Sensitive Item Inventory Update)	12	9	75%	8	67%	0	Company CDR delinquent: BN CDR report
Monthly Cyclic (Cyclical Inventory Update)	12	8	67%	4	33%	0	Company CDR delinquent: BN CDR report
Monthly Primary Hand Receipt (PHR Update)	12	2	17%	2	100%	6	BN CDR approved extensions
LT (Pending Lateral Transfers)	16	4	25%	4	100%	1	Waiting on Company CDR to report
Local Purchases (DA FORM 3953/PR&C, GPC, Contracts/DD FORM 250)	12	5	42%	5	100%	0	Waiting on Group Budget Office reply
Catalog Management (Pending NSLIJN/SLAMIS/ADU Actions)	10	10	100%	10	100%	10	ADU/SLAMIS research required
AAR (Pending Administrative Adjustment Reports)	5	3	60%	0	0%	1	Will complete ILT next week
FOI (Pending Found On Installation Actions)	1	0	0%	0	0%	0	Will complete ILT next week
RFI (Relief From Responsibility: DD FORMs 362/200, AR 15-6)	2	2	100%	0	0%	0	Will complete after leave

Figure 1-5. Example of PBO operations performance metrics

PBO Equipment On Hand (EOH) Readiness: 30 Day Performance Metrics										
MTOE Shortages	LIN	QTY	%	QTY	%	QTY	%	QTY	%	Remarks
	QTY	On Order	On Order	Received	Received	Posted	Posted	Filed	Filed	
	86	78	91%	24	31%	12	50%	3	25%	Items not on order are ZLIN Exemptions & commanders Report of Constraint (Stock Funded Items).
TDA Shortages	3	3	100%	0	0%	0	0%	0	0%	TDA FY LIN review pending

Figure 1-6. Example of PBO EOH readiness performance metrics

PBO Operations Quick-Reference Guide

- Property Accounting Requirements: AR 735-5, Chapter 2-1.
- Accounting for Army Property:
 - AR 735-5, Chapter 2-2; AR 710-2, Chapter 2-10; and DA PAM 710-2-1, Chapters 4 through 7.
 - Property with contractors: AR 735-5, Chapter 2-5.
 - Subsystem Identification and Accountability: AR 700-138, *Logistics*, Appendix B.
- Accountability and Responsibility:
 - U.S. Army accountability policy guidance is outlined in AR 735-5, Chapter 2-7. Army policy guidance pertaining to responsibility and types of responsibility are outlined in AR 735-5, Chapter 2-8.
 - The relationship between accountability and responsibility is found in AR 735-5, Chapter 2-9, Figure 2-1.
- Transfer of Property Accounts: AR 735-5, Chapter 5.
- TPF:
 - AR 710-2, Chapter 1-14; and DA PAM 710-2-1, Chapter 4-43.
 - DA Form 5106, *Mission Support Plan (MSP)*.
- Inventories: AR 735-5, Chapter 2-6; AR 710-2, Chapter 2-12; AR 710-2, Table 2-2; AR 710-2, Appendix B, Tables 1–8; and DA PAM 710-2-1, Chapter 9.
- Organizational Clothing and Individual Equipment: AR 710-2, Chapters 2-14 through 2-18; AR 735-5, Chapter 14-10, Tables 12-1 and 12-2; DA PAM 710-2-1, Chapter 10; and AR 700-84, *Issue and Sale of Personal Clothing*.

- COMSEC Equipment Management:
 - U.S. Army policy guidance regarding accounting and management of COMSEC equipment is found in AR 710-2, Chapter 1-18.
 - Policy guidance regarding safeguarding and controlling COMSEC materiel is found in AR 380-40.
 - Policy guidance regarding the security of unclassified Army property (sensitive and nonsensitive) is found in AR 190-51, *Security of Unclassified Army Property (Sensitive and Nonsensitive)*.
 - Policy guidance regarding security procedures for controlled cryptographic items (CCIs) is found in DA PAM 25-380-2, *Security Procedures for Controlled Cryptographic Items*. Special CCI ordering procedures may be determined by accessing the Information System Security Program at the Communications Security Logistics Activity webpage at <http://csla.army.mil/>.
 - Cohesive interoperability between the PBO and the organization COMSEC manager/custodian (COMSEC accountable officer) is critical to ensure valid accountability of equipment subject to reset, TPF, modification work orders, transfer, and turn-in transactions. Likewise, loss of accountability procedures for the PBO standing operating procedures must coincide with the policy guidance outlined by references above.
- Management of Loads (Supply CL I, II, III Bulk, VI, V, VIII, and IX): AR 30-22; AR 710-2, Chapter 2-19; DA PAM 710-2-1, Chapter 11-4; CTA 50-909, CTA 50-970; and CTA 8-100.
- Requisition, Receipt, Shipment, and Issue of Property and Supplies:
 - Army Master Data File: AR 710-1, Appendix A, Section II; DA PAMs 708-1, *Cataloging of Supplies and Equipment Management Control Numbers*; 708-2, *Cataloging and Supply Management Data Procedures for the Army Central Logistics Data Bank*; and 708-3, *Cataloging of Supplies and Equipment, Army Adopted Items of Materiel and List of Reportable Items (SB 700-20)*; SB 700-20, *Army Adopted/Other Items Selected for Authorization/List of Reportable Items*; AR 735-5, Chapter 6; AR 710-2, Chapters 2-6, 2-7, 2-8, and 2-10; and DA PAM 710-2-1, Chapter 2.
 - Reporting of Supply Discrepancies: AR 735-11-2, *Reporting of Supply Discrepancies*.

- Reports of Constraint: AR 710-2, Chapter 1-9; AR 725-50, *Requisitioning, Receipt, and Issue System*, Chapter 1-7; and DA PAM 710-2-1, Chapter 4.
- Discrepancies Incident to Shipment of Property by Common or Contractor Carrier: AR 735-5, Chapter 16.
- Other and Special Accounting Procedures:
 - Other accounting procedures: AR 735-5, Chapter 10.
 - Special accounting procedures: AR 710-2, Chapter 2-33.
- Force Building for Task Forces or other Force Building: AR 710-2, Chapter 2-62; and ERP System end user manual (e.g., Property Book Unit Supply Enhanced).
- UIC and/or DOD Activity Address Code Changes to Property Accounts:
 - DA PAM 710-2-1, Chapter 1-8.
 - The ARFORGEN-based requirements to effectively identify, activate, and utilize these codes within an ERP system to transfer, align, and deactivate organizations are redundant PBO mission-essential task list tasks (see the ERP system end user manual). Supporting Director of Logistics, corps, theater of operation, and Logistics Support Activity directorates are the relevant points of contact to facilitate such activities.
- Disposing of Materiel: AR 710-2, Chapter 2-13; and DA PAM 710-2-1, Chapter 3.

Chapter 2

Property Book Office Operations

Army's Enterprise Resourcing Planning System (Property Book Unit Supply Enhanced, Global Combat Support System-Army)

The property book officer (PBO) performs the following primary operational tasks within the Army's Enterprise Resourcing Planning (ERP) system:

- Serves as the commander's professional subject matter expert (SME) regarding the establishment, data quality, operation, and training requirements of the Standard Army Management Information System (STAMIS = PBUSE [Property Book Unit Supply Enhanced]/Global Combat Support System-Army [GCSS-A] = ERP).
- Utilizing the PBUSE system, the PBO develops and executes Army materiel enterprise accountability transactions that encompass equipment readiness reporting, capital dollar value computations and reporting, and cradle-to-grave life cycle documentation for organizational property and equipment worldwide.
- Provides SME proficiency in regard to correlation of existing manual property accountability procedures and automated ERP procedures.
- Administers the commander's Command Supply Discipline Program (CSDP).
- Administers unit identification code (UIC) and Department of Defense Activity Address Code (DODAAC) utilization requirements within the PBUSE system.

PBO Operations Within the Commander's Staff

The PBO fulfills the following roles within the commander's staff:

- Acts as the command's senior adviser and technical SME regarding strategic property resourcing and formal accountability procedures.
- Conducts property book office team operations.
- Ensures the PBO team skill set and mission-essential task list (METL) development/proficiency includes an effective comprehension of the following critical subjects:
 - Preparing and managing correspondence (Army Regulation [AR] 25-50, *Preparing and Managing Correspondence*).

- Continuum of operations (Field Manual [FM] 3-0, *Operations*, Chapter 2).
- Full spectrum operations (FM 3-0, Chapter 3).
- The Army modular force (FM 3-0, Appendix C).
- Integrating sustainment into operations (FM 4-0, *Sustainment*, Chapter 4).
- The military decisionmaking process in support of the commander's guidance (stated/implied) (FM 5-0, *The Operations Process*, Appendix B).
- The Army operation plan and order format in support of the commander's guidance (stated/implied) (FM 5-0, Appendix E).
- Military briefings (FM 5-0, Appendix J).

Command Supply Discipline Program

The role of the PBO within the commander's CSDP includes:

- Assists with development/implementation of the CSDP policy letter and standing operating procedures (SOP).
- Aggressively supports the commander's intent in regard to CSDP evaluations, inspections, and the training of staff, commanders, and unit personnel.
- Objectively assesses the commander's program status, identifies shortfalls, and makes valid recommendations regarding superior program performance.

Annual Supply Budget/Funding (Organizational Level)

The PBO is required to provide input to the commander's annual supply budget. Effective PBO equipment and property catalog management performance produces valid property book readiness data, supports efficient supply requisitions and local/small purchase actions, and encompasses proficiency in:

- **Matériel category code (MATCAT) data.** MATCAT data is used in the management of Army inventories. Category groupings and sub-groupings are used to collect and report data. The code tells the requisitioner whether funds are needed to requisition the item and shows the type of funds required to procure the item locally. This code can also be a quick reference for reparability, reason for stockage, and stage in the life cycle of an item.

- **Appropriation and budget code (ABA) data.** ABA account code. The second position is alpha or numeric, excluding the letters “I” and “O”. The code identifies investment-type or expense-type items. Secondary items are expense-type items and are bought with organizational funds.
- **Acquisition advice code (AAC) data.** A one-position code that indicates how and under what restrictions an item will be acquired. The AAC will reflect applications of three basic methods:
 - Requisition.
 - Fabrication or assembly.
 - Local purchase (see Department of Defense [DOD] 4100.39-M, *Federal Logistics Information System (FLIS) Procedures Manual*, Volume 10).
- **Organizational fund code (FC) data.** A two-position code provided for the specific use of the requisitioner to indicate the funds to be charged. The FC will be translated to an appropriation or fund account to be charged or credited. The requisitioner uses it to indicate to the distribution system that funds are available to pay the charge when items are received. Organizational comptrollers (budget office) serve as the authorized proponent to issue and implement FC data.
- **Update of UIC/DODAAC parameter file data** in accordance with (IAW) the command ERP system, to include FC affiliation by supply class and designated routing identifier code (RIC), identifying the military standard requisition and issue procedures (MILSTRIP) supporting the supply support activity (SSA).
- **Utilization of the General Fund Enterprise Business System (GFEBs).** GFEBs is a Web-based system standardizing enterprise-level financial processes Army-wide, interfacing with ERP systems to manage Army financial transactions.
- **Wide Area Work Flow (WAWF).** WAWF is a secure Web-based system for electronic invoicing, receipt, and acceptance. WAWF is utilized to track and pay vendor invoices, receiving reports, and contracts:
 - Invoices and government acceptance documents are submitted to support the DOD’s goal of moving to a paperless acquisition process. After the goods or services are delivered or rendered, the vendor creates/submits an invoice in WAWF.

- The vendor must email the contracting officer’s representative and/or project manager after invoice submission.
- PBOs must be familiar with WAWF and its impact on the local purchases program within their organization (operating budgets/CSDP compliance).
- **Government Purchase Card (GPC) Program.** The PBO cannot perform both the duties of the PBO and the purchase card ordering officer (or blanket purchase agreement ordering officer) simultaneously.
 - The PBO will oversee/validate the formal accountability requirements of program purchases to prevent fraud, waste, and abuse.
 - The PBO will establish an internal review process with the organization’s GPC cardholders to review posted receipts to determine if purchased items require formal accountability on the commander’s property book and/or fall into the durable accountability realm at the company commander level of concern. The PBO will provide each cardholder (as applicable) with a monthly reconciliation memorandum reflecting completion of the mandatory account oversight review.
 - It is strongly recommended that the PBO obtain access to the organization’s active GPC cardholders’ online accounts to review cardholder receipt files (on a monthly basis) as opposed to relying solely on person-to-person interaction.
- **Item funding type:**
 - Stock funded. Stock-funded items are identified by position two of the item’s MATCAT code within the current Federal Logistics Catalog (FEDLOG) listing as a number “2.” These items are Army-managed secondary items, meaning they must be procured via the operating funds of the organization submitting the supply requisition. The source of supply fills the supply requisition based on the stock quantity available at time of requisition, priority designator (PD), urgency of need designator (UND), or force activity designator (FAD).
 - Procurement appropriation (PA) funded. A PA principal item (ABA codes “A” through “Q”) reflects Army-managed items that are obtained through one of the five separate Army procurement appropriations: Aircraft Procurement, Army; Missile Procurement, Army; Procurement of Weapons and Tracked Combat Vehicles, Army; Procurement of Ammunition, Army; and Other

Procurement, Army. Commonly referred to as “PEMA funded” items (Procurement of Equipment and Missiles, Army), these items are funded through the annual Army appropriations budget and are not required to be funded by the organization submitting the supply requisition through formal ERP system FC association.

- Local purchase item. Item AAC data reflecting “K” or “L” is authorized for local purchase. However, the PBO is not authorized to accept/process a local purchase request for his commander/organization ordering-contract officer without first obtaining written authorization from the supporting SSA accountable officer. This requirement ensures that the supporting SSA does not already support the demand item locally and/or that the national retail level of support does not support the demand as well (prior to the commander violating existing federal legislation such as the Javits-Wagner-O’Day program, Buy America First, or obligating government funds otherwise, potentially at a prohibitive unit price, less supported/warranted protection, and undesired long-term total cost of ownership).

The PBO must ensure that shortage equipment required in accordance with (IAW) the authorization document (modified table of organization and equipment [MTOE]) is thoroughly researched through FEDLOG prior to being placed on a valid supply requisition, with specific attention being paid to the ABA and AAC coding. Failure to ensure that equipment procuring appropriation, budget coding, acquisition advice, and fund coding data is validated and comprehended prior to generating supply transactions and/or local purchases may result in decrementation to the commander’s annual budgetary resources and the unit status report (USR) equipment on hand (EOH) report.

PBOs will identify and submit supply constraints that prevent the requisition of required items IAW authorization documents (MTOE) through their chain of command for further guidance. Constraints may include lack of operational supply funds, lack of resources during wartime, centrally controlled/managed items by Headquarters, Department of the Army (HQDA) (deploying/deployed units within Army Force Generation [ARFOGEN] have priority fill), etc. PBOs are required to obtain endorsed instructions/guidance from commanders (and/or higher headquarters) regarding submitted reports to document status of required equipment shortages.

Army Force Modernization Process

The Army is transforming its units through its force modernization (FORCMOD) process into modular theater armies and theater subordinate commands, corps and division headquarters, brigade combat teams (BCTs),

and multifunctional and functional support brigades based on standardized organizational designs for the active Army and Reserve Component (special operations forces [SOF] organization personifies the “modularity” structure, habitually operating in small and self-sustainable elements).

The role of the PBO within FORCMOD is to ensure:

- Effective synchronization of total package fielding (TPF) requirements are implemented into the mission of the PBO.
- TPF and PBO mission requirements are integrated into the organization’s training calendar by the executive officer/S-3 in regard to clearly identifying and delineating subordinate command TPF support requirements (issue facilities, inventory detail personnel, secure TPF storage facilities, etc.).
- Annual review of applicable PBO METL tasks is accomplished to ensure that effective utilization of and changes to authorization documents (MTOE/Table of Distribution and Allowances [TDA]), rapid fielding initiatives (RFIs), and approved operational need statements (as directed by higher headquarters and echelons of sustainment) are being incorporated into the PBO’s FORCMOD mission role on behalf of the commander.
- All Army Activities (ALARACTs) messages, execution orders, and operation orders serve as continual authority guidance.

The PBO must develop an effective comprehension of the Army FORCMOD process overall, to include an understanding of the following FORCMOD data and processes, which PBO personnel are required to interpret, manage, and report on a routine basis when utilizing ERP systems:

- **Basis-of-issue plans (BOIPs).** A BOIP is a requirement planning document that states the planned placement of quantities of new equipment and associated support items of equipment and personnel as well as the reciprocal displacement of equipment and personnel. A BOIP reflects the 100 percent wartime requirement for troops, organization, and equipment (TOEs), TDAs, Joint Table of Distribution and Allowances (JTDA), and TDA augmentation mobilization to TOE. A BOIP describes in detail the new item being introduced to a TOE, its capabilities, and where (in what organizations) it is to be used. BOIPs include personnel changes caused by the introduction of new items into the Army inventory and address the MOSs needed to operate and maintain equipment. The BOIP is not an authorization document nor is it a distribution schedule; it is a requirements document.

- **TOE system.** The TOE system governs the development and processing of TOEs from concept approval through publication and distribution. The TOE is the end product of the Army's combat development process. It merges, in one document, the results of the requirements determination process. TOEs are the primary basis for starting Army requirements. This document heavily impacts the Army budget, training base, efficiency, operational readiness, and overall management of Army resources. The process relies on the use of the equipment line item number (LIN) cataloging system as reflected in Supply Bulletin (SB) 700-20, *Army Adopted/Other Items Selected for Authorization/List of Reportable Items*, Chapters 2 and 4. PBO coordination and direct interaction with organizational FORCMOD planning and support elements (G-3/4/5/7), is essential to the accurate and effective input of TOE/MTOE change processes in regard to UIC, DODAAC, equipment readiness code (ERC), LIN, national stock number (NSN), quantity change data results, and TPF planning and execution.
- **Manpower requirements criteria (MARC).** The MARC is HQDA-approved standards for determining mission-essential wartime position requirements for Army sustainment corps functions by TOEs. Workload-driven manpower requirements for sustainment corps functions by TOE are based on a criterion that is an expression of the quantitative and qualitative wartime manpower needed for the performance of a defined function in a theater of operations at varying levels of work activity or service to be performed. MARC will be based primarily on man-hours required to perform a function.
- **Minimum essential equipment.** The requirements column of TOE, MTOE, TDA, and JTA documents will contain the minimum essential quantities and types of equipment required by the unit or activity to accomplish its assigned doctrinal mission. Minimum essential is defined as least expensive, which will provide the most benefits with a minimum expenditure of funds. Inclusion of different types of equipment to do the same job will be avoided. One-of-a-kind equipment will be included only in exceptional circumstances. The authorization column of an MTOE/TDA (for example) reflects the established authorized strength and equipment level for an MTOE unit (the authorized level of organization).
- **LIN.** The LIN is a six-character alphanumeric identification of the generic nomenclature assigned to identify nonexpendable and type-classified expendable or durable items (or equipment) during their life cycle authorization and supply management. The four types of LINs are:

- Z LIN. Z LINs are alphanumeric LINs consisting of the letter Z and five numerals ranging from Z00001 through Z99999. They are assigned to items being developed under HQDA-approved materiel development project and to nondevelopment items prior to being standardized (as listed in SB 700-20, Chapter 4). These items will not be requisitioned nor will commodity managers (i.e., item managers) issue Z LIN development or nondevelopment items without written approval from the Office of the Deputy Chief of Staff Operations (ODCSOPS) Support Integration or the U.S. Army Force Management Support Agency (USAFMSA).
- Standard LIN (SLIN). SLINs are alphanumeric LINs consisting of one letter and five numerals ranging from A00001 through Y99999 (except alpha characters “I” and “O”). They are used to identify all national stock numbered, nonexpendable, and type-classified expendable and durable items. SLINs are reflected in SB 700-20, Chapters 2, 6, and 8.
- Nonstandard LIN (NSLIN). NSLINs are alphanumeric LINs consisting of five numeric characters followed by one alpha character and from 00001A through 99999Z (alpha characters ending in “N” and “R” are reserved for use in the Common Table of Allowances [CTA]). They are used to identify nonexpendable items with functional capability expressed by the generic nomenclature and to authorize items not eligible for a SLIN. The Web link to research or request an SLIN is <https://www.slamis.army.pentagon.mil/>.
- I LIN. I LINs are alphanumeric LINs consisting of the letter “I” and five numbers. I LINs are assigned to automatic data processing equipment as provided by the AR 25- series and included in SB 700-20, Chapter 2. When type classified, these items are assigned SLINs.
- **CTAs.** CTAs include items that are designated by approved BOIP or type classified IAW AR 711-86 and are reflected in SB 700-20, Chapter 8. A CTA is an authorization document for items of materiel costing less than \$100,000 that are required for common Army-wide use by individuals, MTOE, TDA, or JTDA units and activities. The purpose of a CTA is to authorize widely used items of relatively low value in one document rather than documenting them separately in each MTOE, TDA, or JTDA. Examples of CTA items include:
 - HQDA Deputy Chief of Staff Personnel (DCSPER)-approved heraldic items such as badges and insignia. These items will be assigned SLINs.

- Nonmilitary administrative items for which the General Service Administration has responsibility for establishing government-wide standards. These items will be assigned an NSLIN if an SLIN cannot be assigned.
- Items adopted by other services that are managed by the Defense Logistics Agency (DLA), for which DLA has responsibility for certifying production and which are required only by TDA/JTDA activities (with items assigned SLINs).
- Expendable/durable items.
- Commercial items that are non-HQDA controlled, do not require type classification IAW AR 70-1, *Army Acquisition Policy*, and if repair parts and maintenance services are to be obtained from local sources or furnished exclusively from sources other than the Army wholesale supply system.
- Army stock-funded items, adopted and nonadopted.

Major primary Army (PA)-funded items (supply Class VII) will not be included as components of assemblages and sets, kits, outfits, and tool sets (SKOTS) unless they meet the exception criteria in Section VII of AR 71-32, *Force Development and Documentation - Consolidated Policies*.

- **End items.** An end item is a final combination of end products, components, and materiel that is ready for its intended use. Examples are a rifle, ship, tank, aircraft, common tools, technical maintenance diagnostic equipment, and special test or other support equipment designed and developed to perform a specific maintenance operation on specific assemblies or sub-assemblies of an end item. An exception is an end item used as a component of larger end items. There are two types of components:
 - Components of end item. A component is defined as an assembly of combination of parts, sub-assemblies, and assemblies mounted together in manufacture, assembly, maintenance, or rebuild. These components will be included in TOEs, MTOEs, TDAs, or JTDA's when separately type classified, assigned a separate SLIN, and issued as a separate end item. Components not separately type classified, not assigned an SLIN, and not issued as a separate end item are support items. They are authorized by the technical manual (TM), provided the larger end item is shown as required in the TOE and is authorized in the MTOE, TDA, or JTDA, and the category of maintenance assigned to support the larger end item requires the use of the component item. Schools, training centers,

- or other activities that require component items (but not the larger end item) for accomplishment of the mission will obtain MACOM approval for those components costing \$100.00 and over prior to requisitioning the items.
- SKOTS. SKOTS are assemblages of components: mission-specific and common tools in a container (pouch, box, chest, van, trailer, or shelter) primarily designed to accomplish a specific mission of maintenance function. SKOTS are a major item of supply, type classified, configuration controlled by a supply catalog, LIN authorized IAW BOIP to organizations under the provisions of The Army Authorization Document System-Redesign. It may be made up of component support items included in more than one class of supplies; may include separately type-classified end items; may include component and support items for which logistic responsibilities are assigned to more than one agency; and may include nonexpendable, durable, and expendable component and support items.
 - **Subsystem identification and accountability.** A subsystem exists as a separate authorized item with the purpose to work with other items to form an operational capability; i.e., a combination of end items, assemblies, components, etc. listed separately on the MTOE/TDA per LIN. An example would include an M1 tank. IAW AR 700-138, *Logistics*, the tank system consists of one tank, one machine gun 7.62 mm, one machine gun .50 caliber, and one radio set. IAW the tank TM, both the machine guns and radio set will be accounted for as separate authorized LINs (IAW additional authorized list of equipment). (**Note:** Nonexpendable components of an end item, IAW the TM, will not be accounted for separately unless classified as sensitive/controlled IAW the FEDLOG. Nonexpendable associated support items of equipment will be accounted for separately. AR 700-138, Appendix B, Sections II, III, and IV, must be referenced to determine subsystem requirements.)
 - **TPF.** TPF is the Army's standard fielding process used to field Army systems (major end items, weapon systems, SKOTS, etc.). PBOs are required to ensure they comprehend the TPF process, applicable equipment fielding infrastructure constraints within their organization (required to accommodate TPF), and that all TPF equipment/materiel are properly accounted for IAW supporting ERP (PBUSE) upon completion of the TPF process. Utilization of the mission support plan (DA PAM 700-142, *Instructions for Materiel Release, Fielding and Transfer*, and DA Form 5106, *Mission Support Plan*) is critical to achieving TPF success.

- TPF is the Army's standard materiel fielding process for new or modified materiel systems. The TPF process is designed to provide a consolidated support package of equipment and materiel to the using units. This materiel distribution control process has the fielding command (Army Materiel Command [AMC], Army Sustainment Command [ASC], Communications Electronics Command [CECOM], etc.), rather than the gaining command, budget for and order the new system and most of its initial issue support.
- The actions needed to accomplish TPF will vary based on the TPF category and complexity of the system and support package.
- The TPF support package includes the logistics support products that are required to support the new or modified materiel system.
- The TPF does not include the infrastructure, such as facilities, that are required for the unit to effectively take receipt of the fielded equipment. The infrastructure requirements are identified/planned for as part of the integrated logistics support process (yet are not part of the TPF).
- Although TPF and new equipment training (NET) are typically performed in conjunction with one another, NET is not part of TPF. Effective TPF and NET planning and staff coordination is required to ensure success (providing accurate data in support of the NET materiel fielding plan).
- TPF is designed to relieve the gaining command and its subordinate units of much of the logistics burden associated with the materiel fielding. A total materiel requirements list is coordinated with the gaining command, and the equipment fielding coordinator consolidates and ships the initial issue support items by authorized unit level. The delivery of the packaged support items and major end items is coordinated, and a joint inventory with the gaining unit(s) is conducted prior to de-processing. The FC provides a customer documentation package, which will be posted IAW the ERP system (i.e., PBUSE) via lateral transfer from the supporting program manager PBO (IAW existing ALARACTs messages as of 2010).
- The equipment fielding coordinator will provide customer documentation regarding TPF completion.
- IAW existing ALARACTs, the fielding team will ensure that each equipment fielding is conducted through the supporting ERP system.

An example of the PBO's role within FORCMOD is found at Figure 2-1.

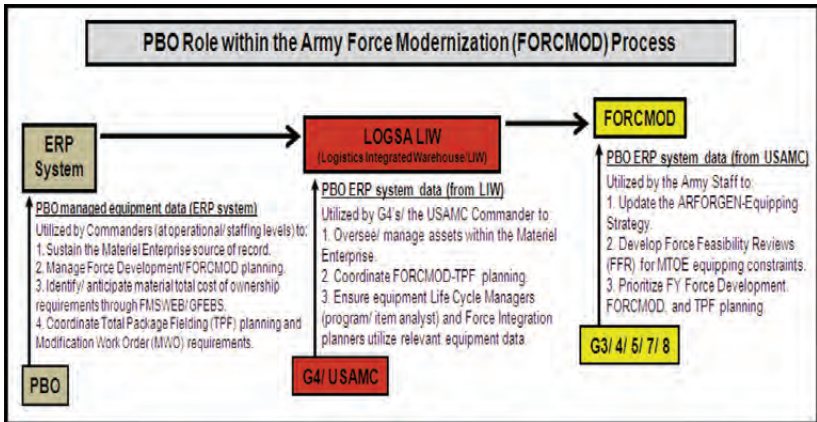


Figure 2-1. PBO's role within the Army FORCMOD process

Chapter 3

Property Book Officer and the Army Force Generation Process

Army Force Generation

The Army Force Generation (ARFORGEN) process is used to manage the force and ensure the ability to support demands for Army forces.

ARFORGEN lines of effort. There are four ARFORGEN lines of effort: sourcing, resourcing, planning, and execution. A key difference in a cyclic ARFORGEN model from previous force generation models of the Army is an increased requirement for continuous synchronization of planning, personnel, equipment, and training processes across the Army for execution.

Equipment reset. The primary driver in equipment reset operations is ensuring equipment reset is synchronized to establish the desired level of combat capability commensurate with a unit's future mission. Equipment reset restores equipment to a predeployment condition, where it can be maintained at the unit level. The Deputy Chief of Staff (DCS), G-8 establishes equipping policy in support of ARFORGEN aim points.

Aim points. Aim points provide unit tracking capability (at each state of readiness) as the units move through ARFORGEN cycles (with readiness increases).

- Aim points allow Army leadership and force providers to make accurate, timely decisions and to mitigate risk on manning, equipping, and sourcing in accordance with (IAW) Army priorities.
- Aim points apply to all rotational units in the global force pool.
- Aim points are targets at specified points in time that enable effective collective training and ensure forces are ready for contingencies and deployments as units cycle through ARFORGEN cycles.
- Headquarters, Department of the Army (HQDA) establishes the number and purpose of ARFORGEN aim points in the ARFORGEN synchronization order.
- Aim points may differ from assigned mission readiness objectives in deployment orders, theater specific readiness requirements, or directives.
- Aim points are prioritized/applied to specific units through the Dynamic Army Resource Priority List.

Unit readiness. Progressive readiness is not readiness reporting; it is about increasing unit capability levels, progressing from the reset force pool through the train/ready force pool and into the available force pool to meet the assigned mission timeline.

- Army Regulation (AR) 220-1, *Unit Status Reporting*, is the authoritative source for the definitions and criteria for the sustain (S) level unit status reporting metrics. The DCS, G-3/5/7 provides the unit status reporting (USR) readiness standards or publishes Department of the Army (DA) messages/orders.
- The commander's training plan with associated training events ensures that the unit is always improving readiness capability.
- At end state, the units are trained for their mission. The collective result is the Army's ability to meet force requirements for named operations/plans.

Equipping. The Army will prioritize the equipping of deploying forces to meet assigned mission requirements first and building core capabilities second. The Army's strategy is to equip to mission requirements. As units move through ARFORGEN phases, their missions change, as do their equipment requirements. Equipment will be managed to ensure units have the right types and amounts at the right times.

- The equipping function will focus on support to warfighter requirements first and building readiness second. ARFORGEN-equipping strategies ensure that units receive equipment during reset to begin collective training during the train/ready cycle to meet readiness aim points.
- Units are required to have sufficient equipment to conduct individual, crew, or squad training during the reset phase. Key to that success is for logistics automation equipment to be on hand and in operation prior to the arrival of unit equipment. This ensures that property accountability, maintenance, and sustainment activities begin when equipment arrives.
- Units will have sufficient equipment to conduct scheduled individual training and collective training events during the train/ready cycle.

Enterprise View of Property Book Officer-ARFORGEN Direct Support Roles

Property book officers (PBOs) are inherently integrated into ARFORGEN force cycles. An enterprise view of the PBO's ARFORGEN direct support roles is found at Figure 3-1.

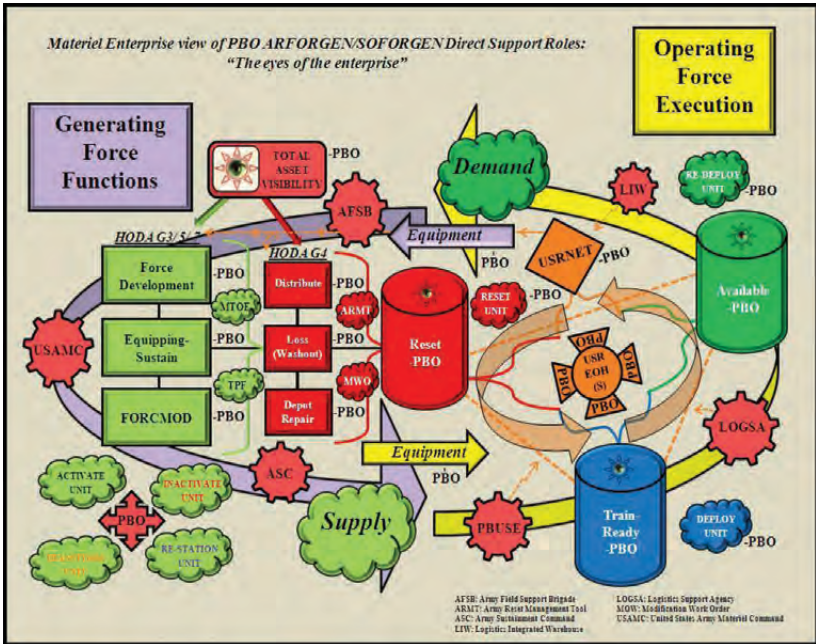


Figure 3-1. Enterprise view of the PBO ARFORGEN/Special Operations Force Generation direct support roles

PBO priorities and roles within the force cycle phases of ARFORGEN include the following:

- The PBO must employ proactive thinking, formal planning, and implementation of aggressive supply discipline practices during each ARFORGEN phase to effectively support cyclical equipment readiness.
- The PBO must ensure that effective equipment and property accountability is maintained and that valid equipment readiness data is being generated within the Enterprise Resourcing Planning (ERP) system (e.g., USR equipment on hand [EOH] feeder data) in direct support of equipping malleable forces.

The following information explains the primary role of the PBO within the generating force cycle.

Force development. During initial unit activation, the PBO is essentially starting the ARFORGEN process from the point of reset. The following

tasks must be dutifully planned, resourced, and executed by the supporting property book office team to successfully conduct PBO operations:

- Establish the commander's ERP system of record, to include utilization of the organization's permanent orders to properly establish the authorized level of organization (ALO), force activity designator (FAD), urgency of need designator (UND) (which produce the authorized scale of priority designators), document number series, and supply class type designations in regard to generating supply system requisitions.
- Validate first USR EOH reporting date and verify ERP system asset visibility report accuracy in support of this process (on behalf of the commander).
- Validate that authorization document data is valid against the organization's permanent order and that it is being properly populated through the ERP system in terms of equipment authorization and requirement data from Logistics Support Activity (LOGSA) and U.S. Army Force Management Support Agency (USAFMSA) databases.
- Assist in the development and training of the commander's Command Supply Discipline Program (CSDP).
- Coordinate acquisition of modified table of organization and equipment (MTOE), Table of Distribution and Allowances (TDA), or joint table of distribution and allowances (JTDA) equipment through the supporting S-3/G-3/S-8/G-8 force modernization (FORCMOD) and mission support element (MSE) G-4/G-4 echelons of assistance.
- Ensure total package fielding (TPF) coordination through equipment program managers and item managers (or analyst; i.e., direct communication with the PBO) must also include close planning with the parent level organization and staff (S-3, S-4, S-8, and the support operations officer [SPO]).
- Coordinate equipment lateral transfers and redistribution of available parent organization equipment through the supporting S-4/G-4 staff sections.

During organizational transformational processes (e.g., transforming a heavy brigade combat team [BCT] to a Stryker BCT), the PBO is essentially starting the ARFORGEN process from the point of "reset-plus" (with various MTOE items and essential personnel already on hand). The following tasks must be dutifully planned, resourced, and executed by the supporting property book office team to successfully conduct property book office operations:

- Ensure that the existing ERP system of record includes utilization of the organization's updated permanent orders with correct ALO, FAD, UND (which produce the authorized scale of priority designators), document number series, and supply class type designations in regard to generating supply system requisitions.
- Validate first USR EOH reporting date and verification of ERP system asset visibility report accuracy in support of this process (on behalf of the commander).
- Validate that authorization document data is valid against the organization's permanent order and that it is being properly populated through the ERP system in terms of equipment authorization and requirement data from LOGSA and USAFMMSA databases.
- Assist in the review, update, and training of the commander's CSDP.
- Coordinate acquisition of MTOE, TDA, or JTDA equipment through the supporting S-3/G-3 FORCMOD echelon of assistance.
- Ensure TPF coordination with equipment program managers (PBO-direct) includes planning with the organization's staff sections (S-3, S-4, S-8, SPO, etc.).
- Coordinate equipment lateral transfers and redistribution of available parent-level organizational equipment with the S-4/G-4 staff sections.

Equipping/Sustain. Upon completion of a unit's reset process (after completion of/return from a deployment), the PBO plays a vital role within the equipping/sustain process in regard to effectively developing, submitting, reporting, and tracking valid equipment and property data to the Army materiel enterprise through the supporting ERP system. The fidelity of the materiel data initiated by the PBO enables the Army life cycle system managers to objectively ascertain available materiel assets required to support Army force development, reset, train/ready, and the available demands of the operating force.

Depot repair. The effectiveness and efficiency in which the PBO oversees and coordinates the turn-in and accounting of organization equipment and property (through the supporting ERP system) directly impacts the Army's depot repair process in regard to developing, forecasting, reporting, and tracking TAV data within the materiel enterprise, which functions upstream from the depot process and is required to generate valid materiel data in support of depot budgetary, operational, and contingency projection and planning capabilities.

Equipment loss/washout. Upon formal notification from a life cycle system manager (Tactical Command [TACOM], Communications

Electronics Command [CECOM], etc.) of an asset loss/washout in regard to nonreturn of equipment from the reset proponent, the PBO will ensure that proper property book adjustments are implemented with required supporting documentation (e.g., Department of Defense [DD] Form 1348-1A, *Issue Release/Receipt Document*). The PBO will then ensure that effective replacement of the washout equipment is initiated (e.g., military standard requisitioning and issue procedures requisition) to support unit mission readiness (training, operation, and sustainment of necessary unit equipment).

Distribute. Effective PBO performance within each ARFORGEN phase enables Army life cycle system managers to accurately develop materiel equipping and distribution data, plans, resource requirements, and operations (based on ERP materiel data) in support of depot repair requirements; loss/washout status (replacement distribution demands); concurrent force development projections (e.g., activating, transforming, and inactivating units); and the available/projected materiel support for the ARFORGEN operating force.

The following information explains the primary role of the PBO within the operating force cycle.

Reset. Reset encompasses the required actions that prepare forces for future deployments. Clear and concise communication is required throughout the command logistics channels to initiate and accomplish reset successfully (while in both garrison and deployed environments).

- During the equipping reset stage (prior to a unit progressing into the train/ready phase of ARFORGEN) while conducting new materiel fieldings, lateral transfers, and taking receipt of requisitioned equipment to fill authorization document requirements, the PBO will ensure that special attention and focus is paid to validating property book data in the following areas: equipment serial, registration, model, and national stock numbers (NSNs) as equipment and property is added to the property book and reported within the ERP system. Identification and validation of applicable nonstandard (commercial off the shelf [COTS]) property book item data is also required to ensure valid movement, in-transit visibility (ITV), and accountability data by the unit during eventual deployment and redeployment reset procedures.
- Applicable changes to the commander's property book are updated utilizing applicable supporting documentation (DA Form 3161, *Request for Issue or Turn-In*; DD Form 1348-1A, etc.) to facilitate the Army's enterprise-level TAV initiatives and USR EOH readiness reports.

Train/Ready. During the unit's train/ready stage, the PBO will ensure oversight that allows for the synchronization, prioritization, and effective resourcing of his mission-essential task list (METL) requirements. Unit training exercises should incorporate the PBO METL tasks that support anticipated ARFORGEN-based strategies to confirm that the property book office section is meeting the unit's mission statement and the commander's training guidance (e.g., utilization of the ERP system with Combat Service Support Automated Information Systems Interface and Very Small Aperture Terminal to determine system support activity [SSA] interoperability within austere conditions).

- PBO efficiency in terms of supporting the commander's CSDP standards, achieving total asset visibility within the command's ERP system (mitigation of unauthorized and excess equipment), and validating line item number (LIN) substitution accuracy by property book unit identification code (UIC) (IAW Supply Bulletin [SB] 700-20, *Army Adopted/Other Items Selected for Authorization/List of Reportable Items*, Appendix H, and current USAFMSA guidance), is of critical importance to ultimately achieve valid equipment on hand readiness data within the materiel enterprise (and within the user's network [USRNET] system).
- The Army's TAV initiatives cannot be realized with invalid ERP system data initiated at the PBO level of responsibility. Therefore, it is incumbent on the PBO to ensure that the unit enters its train/ready phase of ARFORGEN with accurate ERP materiel data.
- The PBO is required to be actively involved in TPF planning along with the commander and primary staff to identify end item shortages, authorized MTOE substitutions, associated resourcing constraints, and effective redistribution of excess MTOE equipment.
- PBO interoperability with the command's MSE and designated Army field support brigade is critical to ensure effective TPF and equipment redistribution within the Army materiel enterprise.

Available. During the unit's available phase, the PBO will ensure that formal accountability of equipment and property is accomplished within the ERP system.

- The PBO is required to ensure that the PBO METL and standing operating procedures (SOP) are prepared to support the commander's METL, mission statement, and anticipated ARFORGEN-strategy requirements.
- Upon order/notification of deployment operations, the PBO shall obtain guidance from the supporting Director of Logistics Department

of Defense Activity Address Code (DODAAC) manager in regard to ensuring that deployable DODAACs are activated in a timely manner for the deploying units/UICs to utilize while deployed (ARFORGEN DODAAC deployment/redeployment processes [PBO]). Likewise, the realignment of the home-station DODAACs must be accomplished upon activation of the rear detachment prior to support associated with left behind equipment (LBE) and rear detachment supply discipline tasks (open requisition of component of end item and basic issue item shortages).

- The PBO shall also:
 - Perform task force operations (e.g., split property book procedures).
 - Identify which property book items will deploy.
 - Identify property book items to be inducted into the LBE process.
 - Identify which property book items will be transferred to a designated rear detachment commander; i.e., non-LBE equipment and installation PBO items.
 - Obtain/utilize derivative UICs (DUICs) for split property books.

Utilizing the command's ERP system (Property Book Unit Supply Enhanced [PBUSE]), the PBO will ensure that UIC transfer of applicable units is accomplished prior to deployment of the PBO. PBOs shall validate that:

- All open supply requisitions by UIC are cancelled (as applicable).
- Existing sub-hand receipts have been closed out and that all property is maintained by the primary hand receipt holder within the ERP system.
- Applicable component hand receipts and shortage annexes for nonexpendable items are completed (based on physical inventories).
- The gaining PBO has been provided with the roles and responsibilities to support the transferred UICs.
- The rear detachment commander is aware of supporting PBO contact data.
- The deploying command's unit task organization (UTO) tree data is valid and updated (prior to deployment) within the ERP system.
- Their deploying ERP system roles and responsibilities have been updated and no longer include the rear detachment UIC access.

- All PBO transactions have been effectively posted and filed (secured for future use/inspection) prior to deployment.

Concurrently, the PBO must obtain a copy of the deployment equipment list reflecting what pieces of equipment/property the unit is deploying with. Items not authorized for usage within specific theaters will require the submission of an operational needs statement (ONS)/equipment sourcing document (ESD) through command S-3/G-3 channels by the commander. This data must then be delineated with the rear detachment, LBE, and deploying equipment manifest and corrected as necessary to ensure complete accountability of property book items.

Reset. The PBO is responsible for the following areas during the redeployment phase of reset:

- Ensuring that commanders have validated their property book data in the following areas: equipment serial, registration, model, and NSNs prior to development of the commander's Automated Reset Management Tool (ARMT) plan (by the command's reset planner/manager). Identification and validation of applicable nonstandard (COTS) property book item data is also required to ensure valid movement, ITV, and accountability data by the unit during reset.
- Once completed, the PBO must obtain a copy of the reset plan to ensure end-to-end accountability of Automatic Reset Induction (ARI) Class VII equipment during movement/transportation to supporting commands (CECOM, TACOM, etc.) and applicable modification work order (MWO) requirements (impacting a change in LIN, NSN, or model number of property book equipment).
- Vigilant accountability of equipment during movement allows the command to maintain ITV, determine receipt of equipment by the supporting reset command, and ascertain the release date of equipment back to the unit. Utilization of DD Form 1149, *Requisition and Invoice/Shipping Document*; DD Form 1750, *Packing List*; and accurate radio frequency identification device tag management/tracking must be incorporated into the command's redeployment plans through the unit movement officer/team.
- Applicable changes to the commander's property book are updated utilizing valid supporting documentation.
- Unit equipment inventories and induction into maintenance support programs are executed IAW the commander's ARMT plan and installation logistics policies.

Equipment common operating picture (ECOP). The ECOP is an HQDA computer system providing a “start to finish” Web-based database to request and source equipment for both deployed and deploying units. The ECOP database can be accessed via the SECRET Internet Protocol Router (SIPR).

- Although the ECOP process is inherently an S-3/G-3 role, PBOs will ensure they achieve comprehension of the ECOP process prior to unit deployment to effectively support the commander’s intent regarding ONSs and ESDs supporting contingency/deployment requirements. The ECOP was designed to simplify requests, consolidate existing sources of information, and significantly speed the approval process (while giving situational awareness to all levels involved in a request), while allowing operational field commanders to submit and track ONSs and prevalidated ESDs. The ECOP also allows the submitting unit’s chain of command to staff the endorsement and provide validation and resourcing of requests.
- The ECOP provides the following advantages:
 - Units and their chains of command can check the endorsement, validation, and sourcing status at any time.
 - Automatic notification of sourcing solutions upon Army Requirements and Resourcing Board (AR2B) approval.
 - Detailed execution instructions in the G-4 library.
 - Actions are open until the unit confirms receipt of equipment in the ECOP.
- Who can access the ECOP:
 - Individuals having a SIPR email address.
 - Other services if working on an Army project or in a deployed or deploying joint task force.

Should my request be an ONS or an ESD?

- Submit an ONS if the item is:
 - COTS equipment not authorized by regulation, Army type classified, or found in one of the standard Army supply channels.
 - Equipment on MTOE-additional quantity needed above MTOE: An additional quantity needed above the approved MTOE/TDA/mission-essential equipment list (MEEL); i.e., it is not an MTOE authorization shortage.
 - Item not on MTOE in any quantity.

- HQDA-controlled equipment that your unit does not have authorization/validation for; i.e., force feasibility review.
- Any Army Materiel Command, Defense Logistics Agency, Government Supply Agency, or program manager-managed equipment requiring additional authorization; i.e., above Common Table of Allowance (CTA)-50-900 authorization.
- Equipment listed in a validated MTOE/TDA/MEEL, but the specific item requested is either in lieu of (ILO) the validated item or is a newer version not specified in the MTOE/TDA/MEEL.
- A request for validation, authorization, and sourcing of a described capability gap (no available solution to fill the gap by unit).

The request is an ONS if your request is to meet an urgent need for a materiel solution to correct a deficiency, improve a capability, or request HQDA to procure a new/emerging capability that enhances mission accomplishment. An ONS is a request for HQDA validation/authorization and sourcing of a perceived requirement. An ONS is not used to request equipment already having an HQDA authorization document.

- Submit an ESD if the request is:
 - An MTOE/TDA/MEEL, BCT basis of issue planning (BOIP) shortage (already HQDA validated, preapproved, and authorized equipment).
 - An HQDA prevalidated equipment shortage.
 - A request for sourcing only (authorization/validation not required).

The request is neither an ONS or an ESD (do not submit any ECOP request) if the request is:

- A routine request for Class I through Class VI and Class IX or other equipment that can be purchased in the normal supply process.
- A request for foreign military sales.
- A request for contractual services or support or for additional personnel.
- Automation equipment.
- Information technology infrastructure or permanent power generators that need to be added to a forward operating base. These are not considered an ONS/ESD because the equipment is not going to be

added to the MTOE or unit/theater provided equipment (TPE) property book but will be left behind.

- A battle loss. For example, do not submit a request to replace authorized vehicles and equipment that are damaged by accident or destroyed in battle, since battle loss replacements are submitted through the normal operations and logistics channels.

Deployed units: Submit equipment requests in the ECOP only for your deployed forces based on mission requirements. Do not submit an ECOP request for any other unit.

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The six-step process to create a draft ONS/ESD includes:

- **Step 1.** Identify the unit in need of equipment.
- **Step 2.** Enter the submitting unit's contact data/O-6 commander's data.
- **Step 3.** Enter the endorsement chain of command data.
- **Step 4.** Enter dates for key premobilization (MOB), MOB, and post-MOB activities.
- **Step 5.** Enter the unit being replaced and "ILO" mission data. (**Note:** Until the ECOP portrays TPE data, Step 5 is partially functional.)
- **Step 6.** Add equipment and provide shipping data.

It is critical that submitting units pay special attention to getting Step 3 selections correct, since Step 3 is where the submitting unit (the ONS submitting authority must be an O-6 or higher) tells the ECOP database the chain of command through which the ONS should be processed. ECOP routing is dependent upon the submitting command properly inputting the correct chain of command.

General information. The ECOP provides the ONS endorsement levels listed below, which begin at division and continue through HQDA G-4.

(Note on "hard stops": The ECOP allows divisions and corps seven days in which to endorse an ONS or ESD. After seven days, the ONS/ESD defaults and automatically moves to the next higher level in the chain of command [application of the "silence implies consent" rule]. However, a hard stop is not subject to the seven-day default. An ONS/ESD remains at a hard stop indefinitely pending endorsement. Hard stops are identified below.)

The ECOP endorsement chain of command:

- Division (7 days allowed for endorsement; override at 14–21 days).
- Corps (7 days allowed for endorsement; override at 14–21 days).
- National Guard Bureau/U.S. Army Reserve Command/Office of the Chief Army Reserve (hard stop).
- Army Command (ACOM)/supporting Army Service Component Command (ASCC)/direct reporting unit (DRU) (hard stop).
- Army Forces (ARFOR) (hard stop).
- Multi-National Forces-Iraq (hard stop).
- Supported ASCC (hard stop).
- HQDA G-3, G-8/Army Materiel Command, G-4.

Commands/organizations at each level of endorsement authority have one or more individuals who are granted ONS endorsement authority. Also at each level, a local ECOP system administrator is appointed. The local administrator is given administrator permissions by the HQDA ECOP help desk. Before the endorser(s) can begin making ONS endorsements, each endorser must be granted appropriate ECOP system endorsement permissions by the local ECOP system administrator.

It should also be noted that the ECOP does not overrule, and is supportive of, whatever business rules or procedures have been set up by that command/organization as part of their ONS endorsement responsibilities.

The ECOP will automatically send the command/organization SIPR email group (to every individual listed in that group) a notification that there is an ONS awaiting endorsement.

If an ECOP administrator determines that an ONS actually should be an ESD (if it is determined that the request is for the sourcing of a requirement that has already been validated/authorized by HQDA), the administrator may use the following procedures to convert an ONS to ESD:

- Use the editing steps outlined above.
- Once the line item is open for editing, use Step 6, ONS Edit Panel.
- Change the shortage type that describes the equipment. From the pull-down list, select the appropriate ESD shortage type. If the shortage is a MEEL shortage, identify the specific MEEL from a separate pull-down MEEL list.

- Make required changes to Step 3, Chain of Command.
- Go back up to the line item record and select UPDATE button on the ECOP menu.
- Repeat steps above for each line item being converted to ESD.
- When completed, save all screen changes in the middle of the edit screen on the ECOP menu.

Converting an ESD to an ONS. Once an ESD is formally submitted, it cannot be converted to an ONS. This conversion is not allowed for three important reasons:

- An ONS requires approval at the 0-6 or higher level, while an ESD may be submitted at the 0-5 level.
- An ONS requires a justification letter, while an ESD does not.
- The ESD bypasses HQDA G-3 staffing and approval and goes directly the HQDA G-8 for resourcing.

If it is determined that an ESD should be an ONS, an administrator must veto the ESD, and a new ONS is submitted using “Create ONS/ESD” from the ECOP home page.

HQDA G-3 timetable for processing ONSs:

- ONSs for units currently deployed in support of a named operation (Operation New Dawn [OND], Operation Enduring Freedom [OEF], etc.) are given the highest priority.
 - The goal of the requirements staff officers at HQDA G-3/5/7 is to have a decision regarding the validation of the ONS within 14 days of receipt and assignment.
 - Endorsement of ONSs for deployed units is required by ARFOR before going to U.S. Army Forces, U.S. Central Command, and HQDA G-3.
- ONSs for units nondeployed/deploying or units deployed in support of homeland security — disaster relief where a capability gap has been identified that cannot be bridged without a materiel solution — HQDA G-3 will provide an interim response to the ONS within 120 days of receipt.
- The AR2B authorizes the execution of the approved sourcing solution.
- HQDA G-4 remains in contact with the receiving unit by email and phone until the equipment is received after shipment.

- An ONS is completed/finished when the equipment is picked up on the appropriate unit property book/TPE hand receipt within ERP system.

The ONS should be limited to three pages. It may include descriptive backup data and attachments if desired. The basic format includes:

- UIC.
- Ship-to address: Directs where a resource will be shipped to support the unit. ECOP allows the user to change the shipping address while the ONS is in process.
- Problem: Define the capability gap in general terms. State the portions of the mission that cannot be met with the current organization and equipment.
- Justification: Reason for urgency; immediate impact to mission accomplishment of not having the requested capability. State deployment dates and other target dates for having this capability. The justification letter should be written with a focus on the mission, include the name of the equipment and quantities requested, and clearly articulate why the mission would be hampered if the ONS was not approved.
- System characteristics: Pertinent operational, physical, and logistical requirements. This paragraph should address all shortfalls stated above.
- Operational concept: State how the capability will be employed. Note if it will replace any current item of equipment. State whether the system is to meet an operational requirement or for evaluation purposes only.
- Organizational concept: State who will employ the system and at what organization level. Also state how the unit will reorganize to operate the capability. For items of the same capability, state the basis of issue for each Soldier.
- Procurement objective: State the total quantity of each item requested.
- Support requirements: List the associated items of equipment envisioned to support the requested capability.
- Availability: If known, indicate whether commercial or other service equipment, foreign or domestic, is available for off-the-shelf procurement.
- Recommendation: Recommend a course of action to resolve the problem.

Commanders should strongly consider including their PBOs on the command's predeployment site survey (PDSS) process for the PBO to effectively assess, identify, and obtain theater-level PBO technical requirements regarding TPE hand receipts/UICs, loaned equipment data/accounts, and relief-in-place and transfer of authority procedures with the departing unit. PBO interface with the departing PBO, key theater-level logistic personnel, and supporting commands and agencies (e.g., logistics assistance representatives) is critical to develop and ensure effective PBO subject matter expertise/operations while deployed.

The PBO will ensure that applicable supporting DODAAC data requirements are identified and implemented through the ERP system based on the theater DODAAC coordinator's SOP (activating deployed DODAACs, aligning deployed DODAACs within ERP systems, verifying transportation accounting code [TAC] DODAAC population within the ERP systems, delineating home-station DODAAC usage with rear detachment UIC elements, etc.). The PBO will verify all DODAAC/ERP system requirements with the theater DODAAC coordinator and designated SSA accountable officer to ensure effective property book and unit supply section secure file transfer protocol (SFTP) connectivity/efficiency.

While deployed, the PBO will:

- Update the PBO team METL/SOP to reflect the commander's revised mission statement, training guidance, and the theater CSDP policy.
- Be prepared to execute additional task force operations while deployed. The merger of additional UICs, to include detachment-, company-, or battalion-level property book-level data, must be planned for (contingency).
- Ensure that applicable theater DODAAC entrance/clearance procedures are effectively identified and implemented within the ERP system.
- Determine the applicable USR EOH reporting requirements while deployed (e.g., USR short report format). PBO data management contributions will be identified and maintained during the duration of the deployment (e.g., valid LIN exemptions, LIN substitutions, and redistribution of excess equipment).
- Ensure that when an element of the unit deploys, separate property book records for property accompanying the element will be established and accompany the deploying unit. It is strongly recommended that commanders require sub-hand receipt accountability (down to the user level if at all possible) for each geographically dispersed element of their organization/task force (projecting PBO "boots on the ground" support as necessary).

- Ensure that commanders complete a 100 percent post-movement inventory of end items within the first 15 calendar days, of components within the first 60 calendar days, and that a 100 percent pre-redeployment inventory of unit property is completed no later than 30 calendar days prior to movement.
- On arrival at the location of the contingency/war, units will receive property book support from the task force PBO (identified during PDSS).
- On termination of the contingency/war, accountability for property will be returned to the owning unit for return to their home station. This applies to both the active Army and the Army Reserve Component (RC).

Upon deployment order (DEPORD)/redeployment. Upon DEPORD/ notification of redeployment to home station, the PBO will repeat the interface and coordination process with the replacement PBO/accountable officer. PBO tracking and completion of loss of accountability transactions (i.e., DD Form 200, *Financial Liability Investigation of Property Loss*; and DD Form 362, *Statement of Charges Cash Collection Voucher*) are critical to facilitate an accurate update of the commander's property book prior to departing theater in a timely and efficient matter.

Upon arrival at home station. Upon return to home station, the PBO will:

- Repeat the transfer of UIC property book data with the supporting PBO (a reverse process of task force split and remerging of UIC tree data/alignment through the ERP system).
- Ensure that the reversal of unit DODAAC alignment, activation, and inactivation processes are completed.
- Ensure that ERP system interface requirements with the SSA (i.e., SFTP) are achieved upon completion of the transfer process.
- Specific attention must be paid to component hand receipt and shortage annex documentation received from LBE, rear detachments, and external units (incoming equipment lateral transfers) to identify, mitigate, and effectively manage potential reports of constraint that may decrement stock-funded budget capabilities during reset (requisitions for Class II, III, VII, and IX items).
- Determine and report to the battalion/BCT/Special Forces group/regimental-level commander whether or not company commanders are performing the mandatory physical joint supply discipline inventories required to achieve effective supply discipline success.

During unit inactivation, the PBO will initiate the redistribution process of the command's equipment and property assets IAW provided command channel guidance/orders. The following actions must be dutifully planned, resourced, and executed to successfully conduct unit inactivation operations:

- Obtain the permanent order reflecting the inactivation effective date of the UIC.
- Validate the last USR EOH reporting date of the organization.
- Advise the commander that existing CSDP controls, standards, and accountability requirements remain in effect throughout the process.
- Coordinate disposition of organization equipment through the supporting S-4/G-4 echelon of assistance.
- Coordinate equipment lateral transfers and redistribution of available equipment within the parent organization through the S-4/G-4 staff.
- Ensure that all ERP system sub-hand receipts, component hand receipts, and open supply requisitions are cancelled and/or deleted from the associated UIC prior to the final inactivation date.
- Ensure that all PBO files are disposed of IAW AR 25-400-2, *The Army Records Information Management System (ARIMS)*.
- Ensure that the supporting UIC and DODAAC managers are contacted upon the final inactivation date and advised that unit data requires inactivation within the logistics integrated warehouse (LIW) maintained by LOGSA.

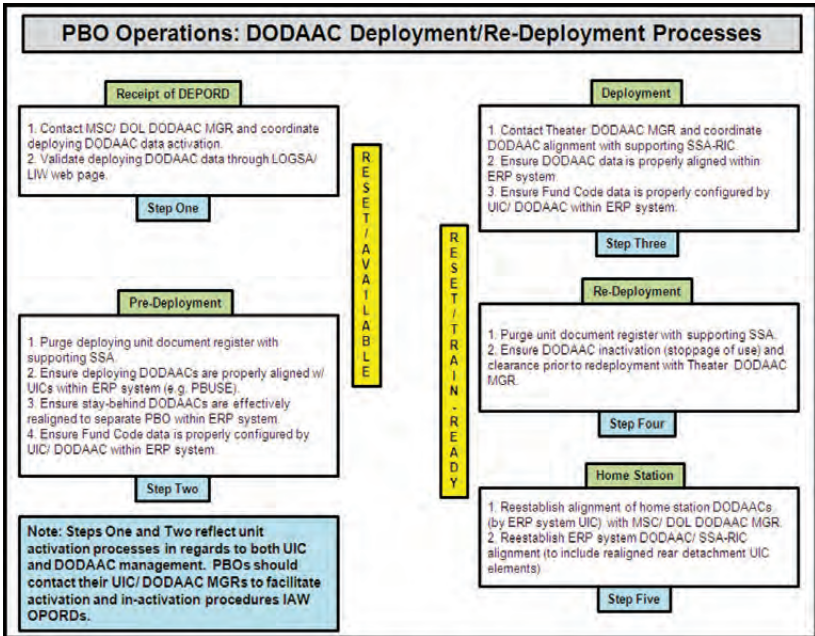


Figure 3-2. ARFORGEN DODAAC deployment/redeployment processes (PBO)

Equipment Readiness Reporting Process (Unit Status Reporting Equipment on Hand)

The Army is dependent on the PBO to develop and report accurate property accountability data within the PBUSE system to build enduring readiness through the Army’s equipping strategy (the plan to achieve equipment balance across the force while conducting worldwide operations) and readiness reporting goals.

The commander’s unit status report (CUSR) reflects the command readiness posture, to include reportable on-hand equipment data. In support of the commander, the PBO is required to assist the S-3 (USR officer/ noncommissioned officer) and/or S-4 in developing and validating the organization’s EOH report data as required. PBOs shall ascertain what the commander’s priority MTOE equipment shortages are (e.g., based on unit training/mission requirements) and effectively resource them through the ERP system, tracking and reporting valid status data during each USR reporting period (or until items are received and posted to the unit’s property book).

Reporting procedures. According to AR 220-1, *Army Unit Status Reporting and Force Registration - Consolidated Policies*, Chapter 7-2, as updates and changes to requirements and authorizations are published and provided to units, confusion often develops as to which requirements and authorization document (MTOE or TDA) the unit should use to determine the measurements and assessments reported in the CUSR. In general, measured units will measure and report readiness status against their currently effective MTOE/TDA document. However, reorganizing units can report early against a future document if the unit more closely resembles that future document rather than the currently effective document, provided that the effective date (e-date) for the future document is within one year and the responsible ACOM, ASCC, DRU, or Director, Army National Guard (DARNG) for nonmobilized ARNG units has specifically approved such action. Measured units will not be approved to report early against an MTOE or TDA if the overall P-level or S-level would be degraded below P-3 or S-3 and the measured unit could report P-3 or S-3 or better under the currently effective document.

Once a unit begins to report against a future MTOE or TDA (that is, in advance of the e-date), the previous document will not be used for further readiness status reporting unless specifically directed by the responsible ACOM, ASCC, DRU, or DARNG. Additionally, units must use the same MTOE or TDA to determine their requirements for both personnel and equipment.

Force registration requirements. IAW AR 220-1 and current All Army Activities (ALARACTs) messages, commanders and PBOs are required to ensure:

- The geographical location of their units/UICs within the USRNET system (to include within 24 hours of a location change: permanent or deployment).
- The accuracy of their UTO, unit header record, UIC file, and installation interface code within the ERP system.

PBOs shall ensure that such data is verified, updated, and included within the intent of their mandatory annual PBO reconciliation process.

Failure to ensure the quality control of such critical data results in inaccurate Defense Readiness Reporting System-Army composite reporting data at HQDA levels and decrements achieving TAV and effective ARFORGEN equipping distribution within the Army materiel enterprise, and improvement of overall force-wide USR EOH readiness by command and geographic location.

The utilization of ERP-produced equipment data is required to develop the final classified version of the equipment readiness report data of the CUSR (two separate sets of data). Accordingly, the PBO (as the commander's ERP system subject matter expert) is inherently required to ensure that such reportable data is valid and current prior to the commander submitting a monthly CUSR report to higher command echelons (to include within the USRNET system).

The EOH level (available) metrics and data development process is outlined IAW AR 220-1, Chapter 9-3, requiring that the reported equipment authorization data contained within the utilized ERP system (PBUSE) is properly aligned with the current authorization document data (MTOE/TDA) reflected in the USAFMSA system.

- **The Army Authorization Documents System (TAADS)/USAFMSA** is the official record for all approved formal requirement and authorizations documents (MTOE or TDA) and, in case of conflict between this system and LOGTAADS provided to the PBUSE or other automated property book accounting system), utilize the TAADS/ USAFMSA information for CUSR purposes until the differences are resolved. FMSWeb (Force Management System website) provides customer access to the TAADS and USAFMSA databases. The responsible ACOM, ASCC, DRU, or DARNG (when applicable), will inform the DCS, G-3/5/7 (DAMO-FMF), 400 Army Pentagon, Washington, DC 20310-0400, of any discrepancies requiring resolution.
- **Reportable equipment.** All of the equipment on a measured unit's formal requirements and authorization document (MTOE or TDA) is reportable in the CUSR. However, CUSR S-level calculations include the on-hand (availability) status of two categories of mission-essential equipment items: equipment readiness code (ERC) P (pacing item) and ERC A (all other items). Refer to the MTOE to determine the category of each item of equipment and the required quantity. ERC P equipment items (pacing items) are determined by HQDA (DAMO-FMF) using the guidance and procedures explained in the NETUSR user's guide and user help screens. The authoritative listing of pacing items is maintained on FMSWeb at <https://webtaads.belvoir.army.mil>.
- **Exempt equipment items.** All ERC P and ERC A equipment items listed on a measured unit's MTOE are reportable in the CUSR and will be included in the unit's S-level calculations, to include developmental line item number (Z-LIN) pacing items, unless they have been specifically exempted IAW current HQDA, USAFMSA, and NETUSR system guidance. Additions and deletions to the authoritative listing of exempt equipment items at FMSWeb must be approved by HQDA

(DAMO-FMF). The LIN exemptions approved IAW the procedures explained in the NETUSR user's guide and user help screens may apply Army-wide or only to specific units, and/or they may apply for an unlimited time period or only for a specific time period. ACOMs, ASCCs, DRUs, or DARNG, when applicable, are not authorized to exempt LINs from readiness status reporting.

- The PBO will utilize ALARACTs messages (found at Army Knowledge Online [AKO] Web link at <https://www.us.army.mil/suite/page/550282>), which reflect USRNET reportable-exempt LINs.
 - The PBO will maintain a current and valid listing of authorized exempted LINs that are not required to be reported through the USRNET system and which are coded "exception reporting" IAW the supporting ERP system authorization table (special reporting item code).
 - The PBO will utilize the USFMSA Web link at <https://www.usafmsa.army.mil/unprotected/splash/> — "look up tools" — "ERC/Readiness Tables" — "USR Exempt Table." This link will also provide current points of contact numbers for the HQDA G-3 personnel affiliated with the LIN exemption process.
- **Obsolete equipment items.** Equipment items that have been formally designated obsolete by HQDA (DAMO-FMF and DALO-SUE) will not be considered in S-level calculations, even if the obsolete equipment items remain in the possession of the reporting unit. Obsolescence can be formally designated for equipment items by LIN or by NSN. Obsolescence by NSN is designated when multiple NSNs apply to one LIN and all of the NSNs under the LIN have not been designated as obsolete. In this situation, the LIN remains valid and cannot be formally designated as obsolete until all of its NSNs have been formally designated as obsolete. The following instructions apply to the situations indicated. Detailed procedures are explained in the NETUSR user's guide and user help screens.
- Obsolete LINs. The DAMO-FMF will remove obsolete LINs from the MTOEs and TDAs of units immediately upon formal designation of the LIN as obsolete. If necessary, while MTOE/TDA updates are pending, execution in TAADS/FMS, DAMO-FMF will use the exempt LIN process to exempt obsolete LINs from further S-level calculations.
 - Obsolete NSNs while the LIN remains valid. In situations where an equipment item with an NSN is formally designated as obsolete, the unit commander will not consider or report the

obsolete items as on hand (available) in the S-level calculated for the unit. If the equipment requirements indicated by LIN on the unit's MTOE/TDA remain valid, then the S-level calculation for the LIN will be determined by dividing the number of on-hand (available) equipment items (do not include any obsolete items) by the effective MTOE/TDA requirement.

○ Coordinating instructions:

- * The authoritative source of equipment item obsolescence is SB 700-20, Chapter 2 (formerly EM 0007, currently published in the LIW).
- * Do not report any obsolete items ILO any MTOE/TDA required item.
- * While HQDA (DAMO-FMF) LIN exemptions do not normally apply to equipment items on hand in the unit at the S-3 level of fill or better, LIN exemptions due to obsolescence are applicable regardless of the level of fill.
- * Equipment items announced by HQDA as pending obsolete, terminal, or other interim stage to obsolete, with or without a specific obsolete date, will continue to be reported in the CUSR if the items remain on hand (available) to the unit and meet the authorized substitute or ILO criteria below.

- **Substitute equipment (“substitute line item number [SUBLIN]”).** Applying authorized substitutes and ILO equipment in determining the quantity of reportable equipment on hand (available) is authorized when managing the commander's property book. The number of equipment items for which a unit currently is accountable for is determined by the property book (or for classified items only; by the communications security [COMSEC] custodian because accountable quantity and model information of classified COMSEC items are not authorized to be recorded on unclassified ERP systems). For CUSR purposes, the number of equipment items that currently is on hand (available) to a unit to accomplish its mission requirements is determined by the unit commander pursuant to the provisions of this paragraph.

- Authorized substitutes are those Class VII equipment items prescribed by HQDA IAW the provisions explained in DA Pamphlet (PAM) 708-3, *Cataloging of Supplies and Equipment, Army Adopted Items of Materiel and List of Reportable Items (SB 700-20)*, that, if currently on hand (available) in the unit, will be reported as on hand (available) in the CUSR in place of the Class

VII equipment items required IAW the unit's formal requirements and authorizations document (MTOE or TDA).

- The authorized substitutes listed by LIN in SB 700-20, Appendix H, are selected based on their ability to fulfill the operational requirements established by the MTOE/TDA for the equipment item and logistical support ability. Recommended changes to SB 700-20, Appendix H, may be submitted to HQDA, Office of the Deputy Chief of Staff, G-4 (ODCS, G-4) (DALO-ORR), 500 Army Pentagon, Washington DC 20310-0500. Users may access SB 700-20 by going to the LIW website at <http://liw.logsa.army.mil>, using either the SB 700-20 search in the catalog module or by conducting an item information search within Web LIDB\Query Database Module. The SB 700-20 search also will provide a link to download the entire document as a zip file. First-time users must register with LOGSA at the module provided on the website.
- When authorized substitutes are approved for issue on a greater than one-for-one basis, calculate an adjusted quantity of fill for the required LIN, then compute the percentage of fill and determine the level for the required LIN using the instructions in the NETUSR user's guide and user help screens. Comments are required if the commander determines there are problems of capability/compatibility caused by the mandatory use of a HQDA-authorized substitute equipment item. Possible problems could include a compatibility problem (with higher, supported, or supporting unit's interoperability) or a problem that degrades the measured unit's mission readiness (an example would be a wheeled vehicle maintenance unit assigned to support an armored unit).
- The criteria for determining the authorized substitute items that are listed in SB 700-20, Appendix H, are explained in AR 710-1, paragraph 13-4. The process for determining and approving authorized substitute items is illustrated at Figure 3-3.
- PBOs are responsible to ensure that only authorized/valid item substitutions are utilized on the commander's property book. PBO support of the commander's USRNET equipment data is also expected (at least annually) to ensure that authorized LIN data (and substitutions) are properly populated within USRNET.

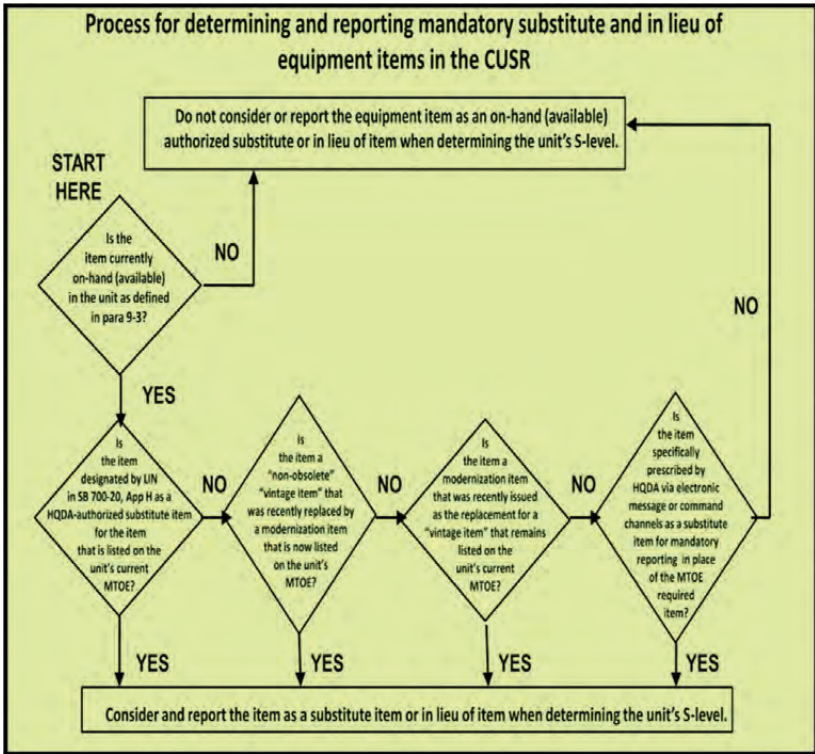


Figure 3-3. AR 220-1, Chapter 9 process for determining/approving authorized substitute items

ILO equipment items (non-SUBLIN approved). The ILO items are those on-hand (available) equipment items, to include non-type classified items (NTCI) and nonstandard items that do not have a valid substitute relationship reflected in SB 700-20, Appendix H, but that the commander wishes to report as on hand (available) in place of an equipment item required IAW the unit’s formal requirements and authorization document. In the opinion of the commander of the measured unit, subject to validation at the 0-6 command level, ILO equipment items must be able to perform as required by the measured unit’s core functions/designed capabilities.

Relevant factors impacting on the suitability of an equipment item under consideration for designation as an ILO equipment item include the availability of trained operators, trained maintenance personnel, necessary repair parts, ammunition, and compatibility with other equipment.

Additionally, the following criteria will be used when determining suitability of an item for reporting as ILO in the CUSR:

- Item must have the same characteristics as the authorized item and cannot be formally designated as obsolete by HQDA.
- Item can be used in conjunction with other items (for example, a tractor can haul an ILO trailer).
- Item is supportable, and required repair parts must be available. Repair capability must be within the unit/organizational scope or available through other means (in-theater contractor support or direct support maintenance team). A source of supply for replacement of the major end item must be available.
- Item will be deployed with the unit to accomplish the core functions/ designed capabilities if the required item is not available.
- Any NTCI or nonstandard item reported as an ILO for CUSR purposes must be registered in the SN-LIN Automated Management and Integrating System (SLAMIS) with either a standard LIN or a nonstandard LIN (NSLIN).
- If a modernization item of equipment or system is added to a requirements and authorization document to replace a current vintage item of equipment but the new item (or an authorized substitute from SB 700-20) is not fielded, the unit commander will designate the older item/system as ILO the new item for CUSR purposes if it meets the above criteria.
- If a modernization item of equipment or system has not been added to a requirements and authorization document and SB 700-20 has not been updated to include the item as an authorized substitute, but the new item has been fielded to replace the current vintage item of equipment, then the commander will designate the modernization item as ILO the vintage item for CUSR purposes.
- On-hand (available) equipment items/systems considered for ILO designation by the unit commander for CUSR purposes must be evaluated on a system-for-system, function-for-function, or capability-for-capability basis. The unit commander's decision to report in the CUSR on-hand (available) equipment items ILO the required and documented equipment items must be specifically approved at the 0-6 command level. The responsible ACOM, ASCC, DRU, or DARNG (when applicable) will ensure that subordinate units properly apply this ILO policy. For Army prepositioned stocks (APS), HQ, Army Materiel Command (AMC) must approve ILO items (except Class

VIII, which will be approved by Office of the Surgeon General/U.S. Army Medical Command).

The PBO will utilize SB 700-20, Appendix H (accessed through the USAFMSA Web link at <https://www.usafmsa.army.mil/unprotected/splash/> — “look up tools”; i.e. “LINs managed, LIN codes, LIN conversion-SB 700-20, LIN unit price). The codes are used for substituting an item of one LIN for an item of another LIN. Units of all Army components will be equipped in Department of the Army Master Priority List sequence, with the prescribed LIN authorized in the authorization documents unless otherwise directed by USAFMSA (MOFI-TED-E).

The approved substitute LIN must provide the next best item that allows the unit to accomplish its mission in terms of the following:

- Be compatible with associated items of equipment in the units.
- Perform the same function and purpose as the authorized LIN. For communication-electronics equipment, the item must be interoperable with the existing network.
- Have supportable petroleum, oils, and lubricant requirements.
- Have ammunition available for substituted weapons.
- Be able to move at approximately the same speed (possess same type of mobility) as an authorized LIN.
- Have the same air transportability characteristics as the authorized LIN (air eligible category code).
- Be supportable by maintenance personnel authorized on the MTOE or TDA.
- Have repair parts, tools, and diagnostic and test equipment for the repair of the substitute LIN available to the unit.

Evaluating component part availability. Reportable LINs having several components (e.g., SKOTS [sets, kits, outfits, and tool sets] and/or medical materiel equipment sets: medical materiel sets [MMS], medical equipment sets [MES], dental equipment sets [DES], and veterinary equipment sets [VES]) will be reported as on hand (available) if property records show the LIN has been issued and at least 90 percent of each SKO nonexpendable and durable components are present and serviceable.

- Do not count the set as on hand (available) if more than 10 percent of the nonexpendable and/or durable components are unserviceable, missing, depleted, or require supply action under AR 735-5, *Policies*

and Procedures for Property Accountability (e.g., a financial liability investigation of property loss).

- All RC units will exclude all expendable and durable MMS, MES, DES, and VES component items that have a shelf life less than 60 months (shelf life codes of A–H, J–M, P–R, or 1–9).
- COMPO 1, echelon III and IV medical units will exclude all expendable and durable items with a shelf life less than 60 months, part of the Surgeon General’s centralized contingency programs.
- The list of this material is available in SB 8-75-S7 and can be accessed at <http://www.usamma.army.mil/>.

RC equipment. RC units will report as assigned equipment all reportable equipment at equipment concentration sites, displaced equipment training centers, regional training sites-maintenance, regional training sites-medical, unit training equipment sites, mobility and training equipment sites, weekend training sites, and area maintenance support activities.

Equipment not on site. Normally, the unit commander considers as available for CUSR purposes only those equipment items that currently are possessed by the unit or under its direct control. However, at the direction of the responsible ASCC, the unit commander will consider as available for CUSR purposes the assigned equipment that is part of an established plan that ensures the equipment will be deployed to meet the unit in theater or will be provided to the unit in theater (for example, TPE). A system must be established to keep the commander informed as to the fill level and maintenance status of this equipment. Equipment that is not on site but remains under the control of the unit will be considered as available if the unit commander has both the authority and the resources to transport or move the equipment to rejoin the unit at its current location in 72 hours or less to meet operational requirements.

Assigned equipment outside of the control of the measured unit that is not included in an established plan that ensures the availability of the equipment for mission requirements will not be counted as available, unless HQDA or the responsible ASCC has provided supplemental guidance indicating otherwise. Examples include, but are not limited to, equipment left in theater by redeploying units for use by other units, equipment loaned to deploying units, equipment undergoing rebuild or remaining behind at the home station of deploying units, and/or centrally stored supplies and equipment. Equipment that is deployed with a subordinate element (DUIC) of the parent organization owning the equipment will be counted as available by the parent organization only if the subordinate element remains under the command authority of the parent organization or the responsible ASCC has so directed.

Note that unit equipment in transit to join the unit, to include equipment on board ship, is normally considered as on hand (available) for CUSR. Reportable equipment that is not counted as on hand (available) by the unit to which the equipment is assigned will be reported as on hand (available) by the unit physically in control of the equipment if a CUSR is required from the unit possessing the equipment.

Loans from APS. The APS equipment deployed/loaned as a unit set, partial set, or task force package will be reported by the using units that signed for the equipment. The deploying unit will include the transferred/loaned equipment in its EOH computations. The EOH for APS will be reduced to reflect transfer/loan.

PBOs are responsible to ensure that:

- They are familiar with the use of the USRNET system equipment report menus.
- The accuracy of property accountability data such as reportable equipment, substitute equipment, and exempt and obsolete equipment LINs and NSNs are identified and effectively delineated on the commander's property book (to include MWO message awareness/compliance impacting property book LIN/NSN changes).

The commander is expected to utilize the most current and applicable report data and metrics at his disposal to develop and submit a valid report to higher headquarters. Utilization of the imbedded adviser and technical subject matter expert (the PBO) empowers commanders to ensure accurate USR EOH reporting.

Consistent and timely update of the commander's property book data (monthly) effectively postures the commander to accurately report USRNET EOH data in support of the core functions and designed capabilities involving full spectrum operations.

The PBO's role within the Army's equipment readiness reporting process (USR) is shown at Figure 3-4.

Army Enterprise-Level Total Asset Visibility Process

TAV is a capability that improves a manager's ability to obtain and act on information about the location, quantity, condition, and movement of assets. In addition to individual item visibility, TAV provides information about force structure development/FORCMOD, BOIP, and equipment authorizations (TOE/MTOE/TDA), enabling management of assets on an integrated weapon system basis.

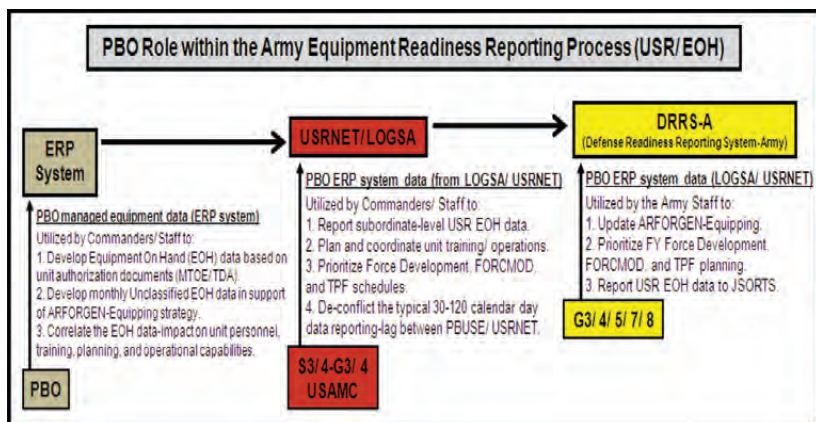


Figure 3-4. PBO’s role within the Army equipment readiness reporting process (USR/EOH)

The PBO will validate that accurate equipment data is being reported through the ERP system, to include the reporting of transactions involving equipment with:

- Reportable inventory item codes.
- Controlled inventory item codes.
- Unique item tracking requirements.
- Department of Defense Small Arms Serialization Program.
- Controlled Cryptographic Item Serialization Program.
- Radiation Testing and Tracking System.
- Registration and reporting of U.S. Army vehicles and trailers.

Accountability/reporting of organizational automation systems (e.g., central processing units) and capital equipment will be completed in support of enterprise-level TAV objectives.

AR 710-3, *Inventory Management Asset and Transaction Reporting System*, Chapter 5, provides vehicle/equipment registration number guidance.

DA PAM 710-2-1, *Using Unit Supply System (Manual Procedures)*, Chapter 3-21, outlines the guidance regarding substitution procedures for major end items authorized by organizational authorization documents (MTOE/TDA).

SB 700-20, Appendix H, will be used to ensure that the authorized end item LIN and NSN data are being correctly substituted on property books.

Authorization documents. The requirements quantity column of authorization documents (MTOEs, TDEs, and JTDA) will reflect the minimum essential quantities and types of equipment required by the unit or activity to accomplish its assigned doctrinal mission. Minimum essential is defined as least expensive, which will provide the most benefits with a minimum expenditure of funds. Inclusion of different types of equipment to do the same job will be avoided. One-of-a-kind equipment will be included only in exceptional circumstances. Compatible equipment:

- Equipment requirements in TOEs, MTOEs, and TDAs will be compatible with the unit mission, organizational structure, alignment of functions, and operational responsibility within the unit. Documentation will not be based on logistic support or who will maintain it. As an exception, HQ, Training and Doctrine Command can centralize equipment in pools at the U.S. Army training centers and schools when equipment usage is below established doctrine requirement.
- MTOE and TDA units will rely on support units (such as communications, medical, water supply, printing, petroleum distribution, construction, maintenance, and transportation), which are designed to provide service on an area or population basis.
- Unless otherwise prohibited, TOE, MTOE, and TDA documents may contain support-type equipment essential to unit missions and required on a full-time basis. Also, augmentation TDA documents may contain support equipment needed to meet requirements beyond the normal organic capabilities of the MTOE units being supported.
- When an item is on hand as a substitute for an authorized item of a different LIN, the authorized item must still be on requisition. The requisition is necessary for the supply system to provide the authorized item as replacement for the substitute. Requisitions will be generated by either the PBO or the wholesale-level field command (provided in TPF).

HQDA-controlled equipment, TOE, and MTOE. All equipment in TOE and MTOE documents is HQDA controlled. No increases or decreases to the required column will be made without approval by the Office of the Deputy Chief of Staff, Operations and Plans. The justification will contain information stating if the unit is stationed or directed to operate in an area with unique requirements or extreme climatic conditions, or if an MTOE unit mission directed (or approved) by HQDA differs from that in the TOE and requires changed structure and/or personnel or equipment allowances.

Major command (MACOM) commanders may grant authorization for retention of unauthorized equipment pending HQDA approval or disapproval (limited to a period not to exceed 180 days). Upon receipt of the HQDA decision, the MACOM authorization will be rescinded. If the materiel request (MR) is disapproved, the unit will turn in the excess equipment (approved MR = interim authorization).

Continuing requirements. Normally, a continuing requirement is one that will exist for a year or more, and is therefore documented in Theater Army Authorization Document System-Redesign. Retention request for continuing requirements may be submitted for:

- Items with SLINs in SB 700-20, Chapters 2 and 6 (see Section X of AR 71-32 *Force Development and Documentation - Consolidated Policies*, for policy and procedures).
- Commercially available items not now in SB 700-20, Chapter 6 (see Section XI of AR 71-32 for policy and procedures).

DA Form 2408-9, *Equipment Control Record*. The PBO is responsible to complete the applicable DA Form 2408-9 (thought of as a “birth certificate” for equipment) for serial and registration numbered equipment, ensuring the document is updated electronically with LOGSA at <https://weblog.logsa.army.mil>.

- Although utilized primarily as a maintenance form, DA Form 2408-9 establishes the accountability induction of equipment into the Army’s property inventory and, likewise, documents the final accountability disposition of equipment upon its disposal (demilitarization, foreign military sales, scrap, etc.).
- The form also tracks ownership, location, usage, transfers, gains, losses, and overhauls/rebuilds/recapitalizations.

The PBO is required to ensure:

- Compliance with DA PAM 750-8, *The Army Maintenance Management System (TAMMS) Users Manual*, Chapter 5-2a.
- Updated DA Forms 2408-9 are submitted to LOGSA upon completion of an authorized MWO (resulting in LIN/NSN changes).
- Reconstitution of lost/damaged DA Forms 2408-9. (Annotate “NEW Form INITIATED” in the remarks blocks of the new form.)
- Electronic version of DA Form 2408-9 is updated with LOGSA upon transfer of the equipment to another organization (ensuring materiel-level enterprise asset visibility of equipment through ERP systems).

The PBO’s role within the Army’s enterprise-level TAV process is shown at Figure 3-5.

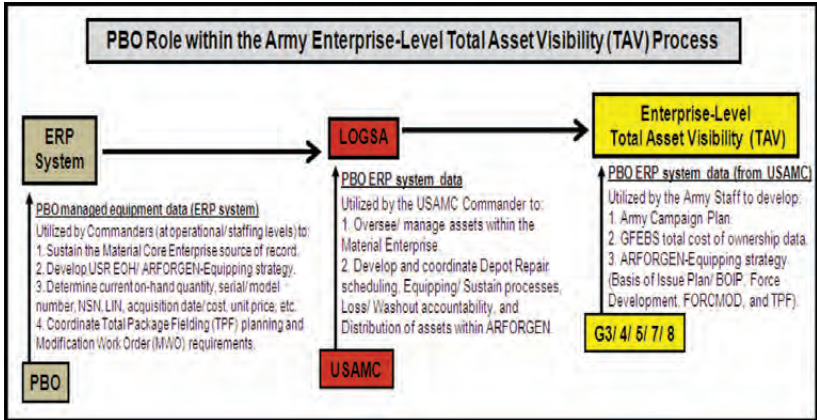


Figure 3-5. PBO’s role within the Army enterprise-level TAV process

PBO utilization of the PBUSE system develops and sustains materiel enterprise-level TAV accountability transactions that encompass equipment readiness reporting, capital dollar value computations and reporting, and cradle-to-grave life cycle documentation for organizational property and equipment worldwide.

Effective PBO team operations empower the Army to accurately assess and sustain critical TAV data elements, such as LIN BOIP requirements, on-hand CTA item obsolescence status, LIN catalog error data, subsystem identification and accountability status, and TPF requirements.

Chapter 4

Property Book Office Mission-Essential Task List

Purpose

The purpose of a property book office mission-essential task list (METL) is to ensure that the commander's property book office team is effectively identifying and implementing the full spectrum of property book office doctrinal and policy-orientated mission readiness requirements (collective tasks) applicable to the Army's property accountability standards in support of the Army materiel enterprise and the commander's mission requirements (garrison/nontactical and deployed/tactical).

Due to various modular structured organizations/missions, METL requirements of a battalion, brigade, Special Forces group, or regimental property book office will vary from that of divisional-, corps-, or theater-level G-4/J-4 Military Occupational Specialty (MOS) 920A personnel (thus a "one-size-fits-all" perspective cannot be implemented). Property book office teams shall produce a relevant METL that supports the objectives of the Army materiel enterprise and that meet the commander's mission intent and objectives, while also ensuring that it supports subordinate property book office teams within the organization's supply chain (as applicable).

Upon approval by the commander, the METL is required to be integrated into the unit's sustainment collective training strategy (command post exercise-sustainment) to ensure the METL tasks are being properly implemented and trained.

PBO METL Development, Standing Operating Procedures, and Training Plans

Objective utilization of doctrinal- and policy-driven sources of guidance outlined below are essential to the development and implementation of the property book office team METL. The intent and objective of the METL is to establish the doctrinal purpose, mission statement, and training requirements of the property book office team within the Army materiel enterprise.

The necessary requirement to involve the commander in the METL approval process also serves to ensure that each applicable task has been identified and incorporated into the property book office team METL, to include the following:

- Current Headquarters, Department of the Army (HQDA) G-4 and United States Army Materiel Command materiel enterprise supporting tasks.

- Property book office related tasks outlined in Field Manual (FM) 7-15, *The Army Universal Task List*.
- The requirements outlined in Army Regulation (AR) 710-2, *Supply Policy Below the National Level*, Chapter 2; and AR 735-5, *Policies and Procedures for Property Accountability*, Chapter 2-12.
- Command Supply Discipline Program (CSDP) requirements in AR 710-2, Appendix B.
- MOS skill-set requirements in Department of the Army (DA) Pamphlet (PAM) 600-3, *Commissioned Officer Professional Development and Utilization*.
- Current MOS 920A critical task list (CTL) tasks (see Figure 4-1).
- Current Soldiers Training Publication 92Y tasks.
- Higher headquarters and support echelon tasks.
- Required METL tasks incorporated into property book office training events.
- Property book office METL tasks clearly identified and outlined within the property book office standing operating procedures (SOP).

Approval of the PBO METL

As the commander's accountable officer, the property book officer's (PBO's) METL is required to:

- Be approved by the appointing authority/commander.
- Be reviewed by the supporting staff (e.g., the deputy commanding officer [DCO], executive officer [XO], and S-3) to ensure it meets the prerequisites outlined above (at a minimum), to include meeting the commander's intent and applicable mission planning requirements designed to support the Army materiel enterprise and the commander's intent.

The Army Universal Task List

Utilization of the most current version of the Army Universal Task List shall be incorporated into the property book office team METL development process.

The property book office must determine applicable universal tasks that support the materiel enterprise and the commander's mission requirements.

Applicable universal tasks would include (but are not limited to) the following:

- Army Tactical Task (ART) 4.1.3.7 Provide Major End Items (Class VII).
- ART 4.1.3.10 Provide Supplies for Civilian Use (Class X).
- ART 4.1.3.15 Provide Supply Management.
- ART 4.1.3.15.1 Request Supplies.
- ART 4.1.3.15.2 Receive Supplies.
- ART 4.1.3.15.3 Procure Supplies.
- ART 4.1.3.15.4 Issue Supplies.
- ART 4.1.3.16 Salvage and Retrograde Materiel.
- ART 4.1.3.17 Prepare Configured Loads.
- ART 4.1.4.2 Provide Aerial Delivery Support.
- ART 4.1.4.3 Provide Base Camp Sustainment.
- ART 4.1.5 Provide Contracting Support.
- ART 4.1.6 Provide Distribution.
- ART 4.1.6.1 Conduct Distribution Management.
- ART 4.1.6.2 Provide In-Transit Visibility/Asset Visibility.
- ART 4.1.6.3 Conduct Unit Logistics Package Operation.

MOS 920A Property Accountability Technician: Primary Duties, Functions, and Responsibilities

The official duties of Warrant Officer MOS 920A include the following:

- Supervise and maintain Army organizational property accounting systems. Monitor and evaluate subordinate supply operations while performing financial inventory accounting, and provide advice to commanders on proper property accounting procedures.
- Ensure 100 percent property accountability is maintained, and all authorized equipment is on hand, on valid requisition, or redistribution order.

- Locate and acquire standard and nonstandard equipment and supplies through military and nonmilitary supply sources to meet unit readiness and operational requirements.
- Oversee/validate the small purchase program to prevent fraud, waste, and abuse.
- Determine equipment funding requirements and coordinate for funds availability with supported units and resource management activities.
- Develop, execute, monitor and provide input to the annual supply budget.
- Coordinate acquisition and priority distribution of new equipment fielding with the force modernization activity.
- Redistribute excess equipment throughout the command.
- Process excess equipment for disposal after all redistribution efforts are met.
- Monitor unit and/or government contractor supply operations to ensure compliance with policy and/or contractual requirements.
- Administer the CSDP.
- Train, develop, and mentor supply and nonsupply personnel on supply policies, processes, and procedures.
- Serve as the primary adviser to the command and to supported units on all property accountability and organizational-level supply matters.

Critical Task List for MOS 920A Property Accountability Technician

In accordance with the current CTL (see Figure 4-1) for the MOS 920A Property Accountability Technician, as approved by the Commander, Quartermaster Center and School (QMC&S), PBOs are required to ensure that when developing their METL, they incorporate the current CTL requirements in support of their organization's mission and the commander's intent.

PROPERTY ACCOUNTING TECHNICIAN 920A CRITICAL TASK LIST (AS OF 2011)				
TASK TYPE	TASK NUMBER	TASK TITLE	TRAINING SITE	MOBILIZATION
WO1/CW2	101-20A-6000	Account for Basic Loads	RESIDENT	YES
	101-20A-6001	Direct Property Adjustment Actions	RESIDENT	YES
	101-20A-6002	Validate Unit Equipment On-Hand Status for Unit Status Report	RESIDENT	YES
	101-20A-6003	Coordinate Request for Property	RESIDENT	YES
	101-20A-6004	Coordinate Receipt of Property	RESIDENT	YES
	101-20A-6005	Coordinate Issue of Property	RESIDENT	YES
	101-20A-6006	Coordinate Disposition of Property	RESIDENT	YES
CW3	101-20A-7000	Monitor Property Adjustment Actions	RESIDENT	YES
	101-20A-7001	Analyze Unit Equipment On-Hand Status for Unit Status Report	RESIDENT	YES
	101-20A-7002	Manage Disposition of Assets	RESIDENT	YES
SHARED TASK	101-20A-0001	Validate Unit Equipment Authorizations	RESIDENT	YES
	101-20A-0002	Conduct Change of Property Book Officer Inventory	RESIDENT	YES
	101-20A-0007	Manage Property Book Operations for Contingency Deployments	RESIDENT	YES
	101-20A-0008	Monitor Supply Operations through the CSDP	RESIDENT	YES
	101-20A-0018	Prepare for a Change of PHRH Inventory	RESIDENT	YES
	101-20A-0019	Manage Property Book Operations for Re-Deployment	RESIDENT	YES

**Figure 4-1. Property Accounting Technician MOS 920A CTL
(Combined Arms Support Command [CASCOM])**

Command Supply Discipline Program

PBOs will ensure that when developing their METL, they incorporate CSDP requirements outlined in AR 710-2, Appendix B, to include:

- Correlation of manual property book office procedures outlined in AR 710-2, AR 735-5; DA PAM 710-2-1, *Using Unit Supply System (Manual Procedures)*; and the current Enterprise Resourcing Planning system operating procedures (end user manual) to meet the intent of each reference.
- Interoperability of the property book office METL with unit mission and CSDP requirements.
- Interoperability of the property book office METL with supporting organizational SOPs.
- Effectiveness of CSDP training, performance, and evaluation within units.

Development of a PBO METL

PBOs are responsible to develop their METLs. The METL development process will include obtaining the most relevant planning data, to include the organization’s current modified table of organization and equipment

(MTOE), Table of Distribution and Allowance (TDA), Joint Table of Distribution and Allowance, the commander's current training guidance, existing orders (warning orders, operation orders [OPORDs], and fragmentary orders) as well as current report of constraints (fiscal and resourcing). Utilizing the military decisionmaking process (MDMP) and each of the subjects outlined in Chapter 2 of this publication, the objective is to produce a resilient and flexible product.

- **Step 1.** Identify the current Army materiel enterprise property book office-related requirements and the organization's mission in accordance with the MTOE/TDA and commander's guidance.
- **Step 2.** Identify the multiple tasks outlined in Chapter 3.
- **Step 3.** Utilize the MDMP to determine which of the multiple tasks being reviewed support the organization's MTOE/TDA mission statement, the commander's guidance/intent, and the materiel enterprise.
- **Step 4.** Utilize property book office performance standards to determine and assess the effectiveness of the property book office (see Chapter 1). There are two types of performance standards that must be evaluated to assess relevancy and value-added purpose for the property book office METL:
 - The type that reflects the management of stock record accounts and unit/property book office operations against established HQDA standards.
 - The type that reflects performance of the supporting supply system.
- **Step 5.** Utilizing the MDMP, property book office METL tasks will be assessed in terms of supporting (directly/indirectly) the unit's MTOE/TDA mission statement and the commander's guidance regarding Army Force Generation-based training.
- **Step 6.** Upon completion of the METL development process, the METL must be vetted through intra-staff review (DCO, XO, and S-3) to identify potential METL capability shortfalls or omissions.
- **Step 7.** Upon completion of Step 6, the property book office METL must be submitted through applicable staff support channels for formal review/discussion.
- **Step 8.** Upon completion of Step 7, the property book office METL will be updated and resubmitted for commander approval.

- **Step 9.** Upon commander approval, the property book office team METL is utilized when developing property book office section training events and the SOP. Likewise, command-issued orders (OPORDs) should incorporate and reflect the METL to effectively utilize the property book office during field training and tactical deployments.

An example of a property book office METL is found at Figure 4-2.

MODULAR PBO TEAM CRITICAL METL TASK	TASK FAILURE RISK ASSESSMENT	ARFORGEN PHASE		
		RESET	TRAIN- READY	AVAILABLE
TASK (FM 7-15, AR 710-2, DA PAM 600-3, MOS CTL)	H=HIGH M=MEDIUM L=LOW			
Establish and execute PBO Operations through Enterprise Resourcing Planning (ERP) system (garrison/ deployed)	H		X	
Administer the Command Supply Discipline Program (CSDP)	H		X	
Ensure 100% formal property accountability is maintained, all authorized equipment is on hand IAW MTOE/ TDA, on valid requisition, or redistribution order	H		X	
Validate Unit Authorization Documents (MTOE & TDA)	H		X	
Account for Basic Loads (CL I, III Bulk, V)	H			X
Provide In-Transit and On Hand Equipment Asset Visibility of Property Book items	H		X	
FORCMOD Operations: Coordinate acquisition and priority distribution of new equipment fielding	H		X	
Provide USR EOH report data through ERP system	H		X	
Request, receive, procure, issue, account for, and distribute PBO property and equipment (standard/ non-standard)	H		X	
Manage Excess Equipment: effectively redistribute throughout the command	M		X	
Develop, execute, monitor, and provide input to annual Supply Budget Operations	M		X	
Conduct Task Force/ Split Task Force Operations	M	X		X
Conduct Unit Logistics Package Operations	M		X	
Oversee and Validate the Small Purchase (local purchase) Program to prevent fraud, waste, and abuse	L		X	
Provide Supply Management oversight, training, and mentorship	L		X	

Figure 4-2. Example of a modular PBO critical METL task list

Master Scenario Event List

Approved master scenario event lists (MSELs) will be utilized to assess and gauge the proficiency of property book office personnel in performance of METL tasks. Property book office team MSELs should be developed in support of the Army materiel enterprise, the organization’s mission, and the commander’s guidance.

Unless provided by official sources (approved FM, Training and Doctrine Command, Forces Command, CASCOM, QMC&S, etc.), the higher headquarters or the unit itself will develop valid MSELs to assess/gauge property book office performance during training.

An example of a property book office MSEL is shown at Figure 4-3.

MSEL	Supports	Initiator-Receiver	Process	Metrics	Achieved End-State
Task Force Operations/ Split Property Books within ERP System (PBUSE)	Complete reconciliation of open CL II, IV, V, and VIII document/ activity registers.	Unit-PBO	Upon receipt of DEPORO, PBO conducts Task Force Operations/ Split Property Books within the ERP System.	FBO receives DEPORO/OPRO.	Deploying PBO unit accurately reporting equipment on hand (EOH) readiness data in support of ARFORGEN.
	Complete transfer of applicable UIC's to LBE and rear detachment PBO.		PBO initiates review and cancellation of open supply requisitions by UIC/ DODAAC to be transferred (i.e. to LBE, Rear Detachment, or deployed).	FBO conducts Task Force Operations/ Split Property Books.	
	Contact supporting MSC/DOL UIC and DODAAC Coordinators/ Mgrs for deployment guidance.		Upon completion of 100% joint physical property inventories (JAIV AR 710-2), the PBO initiates/completes all UIC transfers of designated property book items to the gaining PBO (i.e. LBE, rear detachment, IPBO, CIF, etc.).	FBO validates reconciliation of Document/ Activity Registers with supporting SSA Accountable Officer/ Reconciliation (RECON) by supply class/ DODAAC. Final RECON review should include data found in Logistics Integrated Warehouse (LIW), i.e. ILAP and/or Parts Tracker data.	
	Realign applicable DODAAC's, SSA-RIC's, and Fund Code data within the ERP System (configure/ update system parameter files).		PBO will ensure that the supporting ERP System (PBUSE) parameter file/ table data is updated to include applicable DODAAC's, SSA-RIC's, Fund Code alignment, etc.	PBO validates ERP System user roles/ access prior to UIC transfer (for organization rear detachment).	Rear Detachment (LBE) PBO's effectively accounting for transferred UIC' data property in support of ARFORGEN.
	Validate ERP System changes are correct. Validate system user roles and access requirements.		PBO ensures that ERP System user access/roles are valid prior to UIC transfer/ deployment (for organization rear detachments).	PBO validates (reports to commander) the completion of the UIC transfer within the ERP System.	Command Supply Discipline Program (CSDP) standards are implemented and sustained in support of ARFORGEN.
	Identify deployment Theater DODAAC Coordinator/ Mgr POC data.		PBO validates completion of UIC transfer within the ERP System.	FBO has MSC/ DOL DODAAC Coordinator/ Mgr POC data (or SOP).	
	Develop a plan to effectively activate deploying DODAAC's w/ the command DODAAC Mgr.		PBO has developed a plan to effectively align and activate deployed DODAAC's within the ERP System and supporting SSA-RIC.	PBO has Theater DODAAC Coordinator/ Mgr POC data (or SOP).	

Figure 4-3. Example of a property book office CTE MSEL

An example of a property book office MSEL checklist is shown at Figure 4-4.

Task Number: 101-20A-0006		
Task Title: Task Force Operations/ Split Property Books		
Task Type: Collective		
Proponent: Property Book Team		
Conditions: Battalion receives a Deployment Order (DEPORD).		
Standards: PBO initiates split property book actions (to include LBE inventories), lateral transfer of property, and transfer of applicable UICs. PBO builds deploying Task Force UIC's and DODAACs within PBUSE and aligns property books accordingly. PBO ensures open CL VII Document Registers are reconciled/ closed with supporting SSA. PBO ensures DODAACs are realigned to rear-d UICs and those deployable DODAACs are activated through command DODAAC MGR with supporting SSA RIC.		
COMMANDER/ LEADER ASSESSMENT: PBO Task Force Operations/ Split Property Book		
PBO TEAM CTE TASK	GO	NO-GO
1. Initiate Property Book Split.		
a. Identify gaining LBE PBUSE UIC data.		
b. Upon completion/ reconciliation of LBE inventories, PBO transfers UICs to LBE PBO within PBUSE.		
c. Upon completion/ reconciliation of rear detachment inventories, PBO transfers UICs to rear detachment PBO within PBUSE.		
2. Develop Task Force Operation Data.		
a. Identify Task Force UIC data.		
b. Reconcile CL VII Document Register data with supporting SSA.		
c. Create Task Force UIC property data within PBUSE.		
3. Realign Home Station DODAACs to Rear Detachment UICs.		
a. Coordinate with Command DODAAC MGR to realign DODAACs to UICs.		
4. Activate Deploying DODAACs.		
a. Coordinate with command DODAAC MGR to activate deployable DODAACs and align with deploying UICs.		
b. Coordinate with command and theater DODAAC MGR to align supporting SSA RIC with deploying DODAACs.		
5. PBO ensures that PBUSE user access is reconciled for deploying UICs		
a. Reconcile current PBUSE User Access file prior to deployment.		

Figure 4-4. Example of a property book office CTE MSEL checklist

Chapter 5

Property Book Office Personnel Overview and Professional Development

Purpose

The purpose of providing professional development data references for property book office team personnel is intended to serve as a commander's and leader's tool to:

- Identify the Army's performance and development standards for Military Occupational Specialty (MOS) 920A in regard to officer evaluation reports, support forms, junior officer support forms, professional schooling requirements, recommended duty positions, awards, professional development training opportunities, and civil educational goals.
- Identify the Army's performance and development standards for MOS 92Y noncommissioned officer (NCO) evaluation reports, support forms, counseling statements, awards, professional schooling requirements, recommended duty positions, awards, professional development training opportunities, and civil educational goals.
- Identify the Army's performance and development standards for Army civilian corps evaluation reports, support forms, counseling statements, awards, professional schooling requirements, recommended job positions, awards, professional development training opportunities, and civil educational goals.
- Empower commanders and leaders with the relevant opportunity to identify and effectively develop the most experienced and qualified property accountability technicians within the current and future materiel enterprise.

Army Leadership: Commissioned and Warrant Officers

When the Army speaks of Soldiers, it refers to commissioned officers, warrant officers, NCOs, and enlisted Soldiers. The term commissioned officer refers to officers serving under a presidential commission in the rank of chief warrant officer 2 through general. An exception is those in the rank of warrant officer 1 (WO1) who serve under a warrant issued by the secretary of the Army.

Commissioned Army officers hold their grade and office under a commission issued under the authority of the president of the United States. The commission is granted on the basis of special trust and confidence placed in the officer's patriotism, valor, fidelity, and abilities. The officer's

commission is the grant of presidential authority to direct subordinates and, subsequently, an obligation to obey superiors.

Warrant officers possess a high degree of specialization in a particular field, in contrast to the more general assignment pattern of other commissioned officers. Warrant officers command aircraft, maritime vessels, special units, and task-organized operational elements. In a wide variety of unit and headquarters specialties, warrants provide quality advice, counsel, and solutions to support their unit or organization. They operate, maintain, administer, and manage the Army's equipment, support activities, and technical systems. Warrant officers are competent and confident warriors, innovative integrators of emerging technologies, dynamic teachers, and developers of specialized teams of Soldiers. Their extensive professional experience and technical knowledge qualifies warrant officers as invaluable role models and mentors for junior officers and NCOs.

Warrant officers fill various positions at company and higher levels. Junior warrants, like junior officers, work with Soldiers and NCOs. While warrant positions are usually functionally oriented, the leadership roles of warrants are the same as other leaders and staff officers. They lead and direct Soldiers and make the organization, analysis, and presentation of information manageable for the commander. Senior warrants provide the commander with the benefit of years of tactical and technical experience.

As warrant officers begin to function at the higher levels, they become "systems-of-systems" experts, rather than specific equipment experts. As such, they must have a firm grasp of the joint and multinational environments and know how to integrate systems they manage into complex operating environments.

Technical knowledge relates to equipment, weapons, and systems—everything from a gun sight to the computer that tracks personnel actions. Since direct leaders are closer to their equipment than organizational and strategic leaders, they have a greater need to know how it works and how to use it. Direct leaders are usually the experts called upon to solve problems with equipment. They figure out how to make it work better, how to apply it, how to fix it, and even how to modify it. If they do not know the specifics, they will know who knows how to solve issues with it. Subordinates expect their first-line leaders to know the equipment and be experts in all the applicable technical skills. That is why sergeants, junior officers, warrant officers, wage-grade employees, and journeymen are the Army's technical experts and teachers.

Warrant officer definitions

The Army warrant officer is a self-aware and adaptive technical expert, combat leader, trainer, and adviser. Through progressive levels of expertise

in assignments, training, and education, the warrant officer administers, manages, maintains, operates, and integrates Army systems and equipment across the full spectrum of Army operations. Warrant officers are innovative integrators of emerging technologies, dynamic teachers, confident warfighters, and developers of specialized teams of Soldiers. They support a wide range of Army missions throughout their careers. Warrant officers in the Army are accessed with specific skill levels of technical ability. They refine their technical expertise and develop their leadership and management skills through tiered progressive assignments and education. Successive warrant officer grade responsibilities include:

- **WO1/Chief Warrant Officer 2 (CW2).** A WO1 is an officer appointed by warrant with the requisite authority pursuant to assignment level and position given by the secretary of the Army. CW2s and above are commissioned officers with the requisite authority pursuant to assignment level and position given by the president of the United States. The WO1's and CW2's primary focus is becoming proficient and working on those systems linked directly to their area of concern (AOC)/MOS. As they become experts on the systems they operate and maintain, their focus migrates to integrating their systems with other branch systems.
- **CW3.** CW3s are advanced-level technical and tactical experts who perform the primary duties of the technical leader, trainer, operator, manager, maintainer, sustainer, integrator, and adviser. They also perform any other branch-related duties assigned to them. As they become more senior, their focus becomes integrating branch systems into the larger Army systems.
- **CW4.** CW4s are senior-level technical and tactical experts who perform the duties of technical leader, manager, maintainer, sustainer, integrator, and adviser and serve in a wide variety of branch-level positions. As they become more senior, they focus on integrating branch and Army systems into joint and national-level systems.
- **CW5.** CW5s are the master-level technical and tactical experts who perform the primary duties of technical leader, manager, integrator, and adviser. They are the senior technical expert in their branch and serve at brigade and higher levels.

Warrant Officer Career Patterns

The development of the professional attributes and technical capabilities of the Army warrant officers to meet the needs of the Army is accomplished through proponent-designed professional development models for each AOC/MOS. These professional development guides describe schooling, operational assignments, and self-development goals for warrant officers in each grade.

Warrant Officer Development: Unique Knowledge and Skills of a Quartermaster Warrant Officer

Quartermaster warrant officers are expert technicians and warfighters who are technically able to manage and maintain Army property accounting systems. They are self-aware and adaptive quartermaster technical experts, leaders, trainers, and advisers who must maintain the proper balance between their technical skills and the ability to understand and apply appropriate tactical skills at the right moment. Through progressive levels of expertise in assignments, training, and education, quartermaster warrant officers administer, manage, maintain, operate, and integrate quartermaster systems and equipment across all levels within the Army.

Warrant officer development model. The warrant officer development model is focused more on the quality and range of experience rather than the specific gates or assignments required to progress (see Figure 5-1).

PBO Team: MOS 92Y Unit Supply Specialist

NCOs

NCOs conduct the daily operations of the Army. The NCO corps has adopted a vision that defines their role within the Army organization (see Figure 5-2).

The Army relies on NCOs who are capable of executing complex tactical operations, making intent-driven decisions, and who can operate in joint, interagency, and multinational scenarios. They must take the information provided by their leaders and pass it on to their subordinates. Soldiers look to their NCOs for solutions, guidance, and inspiration. Soldiers can relate to NCOs, since NCOs are promoted from the junior enlisted ranks. They expect them to be a buffer, filtering information from commissioned officers and providing them with day-to-day guidance to get the job done.

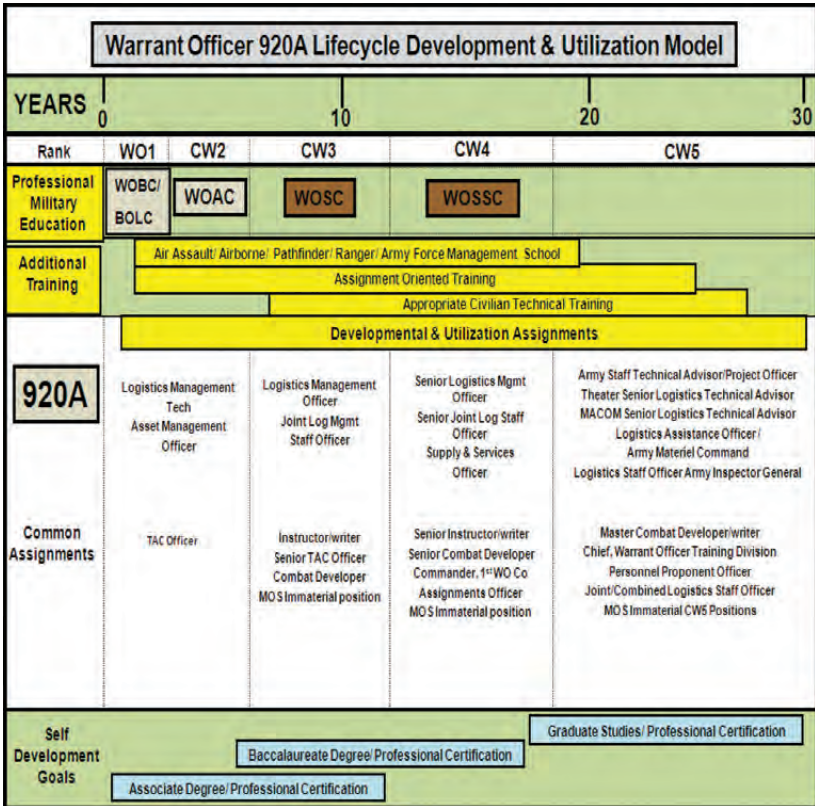


Figure 5-1. MOS 920A professional development template

An NCO corps, grounded in heritage, values, and tradition, that embodies the Warrior Ethos; values perpetual learning; and is capable of leading, training, and motivating Soldiers.

We must always be an NCO corps that-

- Leads by example.**
- Trains from experience.**
- Maintains and enforces standards.**
- Takes care of Soldiers.**
- Adapts to a changing world.**

Figure 5-2. The NCO vision

Major duties and skill-level description (NCOs and clerks)

Major duties for MOS 92Y personnel include supervising or performing duties involving request, receipt, storage, issue, accountability, and preservation of individual, organizational, installation, and expendable supplies and equipment.

- **Skill Level One (E1–E4).** MOS 92Y10. Receives, inspects, inventories, loads, unloads, segregates, stores, issues, delivers, and turns in organization and installation supplies and equipment. Operates the unit-level Enterprise Resourcing Planning (ERP) system. Prepares all unit/organizational supply documents. Maintains the automated supply system for accounting of organizational and installation supplies and equipment. Issues and receives small arms. Secures and controls weapons and ammunition in the security areas. Schedules/performs preventive and organizational maintenance on weapons.
- **Skill Level Two (E5).** MOS 92Y20. Performs duties shown at preceding level of skill and provides technical guidance to junior-grade personnel. Inspects completed work for accuracy and compliance with established procedures. Coordinates supply activities. Reviews and annotates changes to the unit materiel condition status report. Posts transactions to organizational and installation property books and supporting transaction files. Determines method of obtaining relief from responsibility for lost, damaged, and destroyed supply items.
- **Skill Level Three (E6).** MOS 92Y30. Performs duties shown at preceding level of skill and provides guidance to junior grade personnel. Directs supply personnel in establishing supply and inventory control management functions. Maintains property with the supporting ERP system. Reviews daily and monthly records of issues of petroleum products and operating supplies. Provides technical assistance to the equipment records and parts specialist. Assists and advises the supply officer and commander.
- **Skill Level Four (E7).** MOS 92Y40. Performs supervisory and management duties shown at preceding level of skill. Analyzes statistical data and reports to ascertain trends, conformance to standard and directives, and efficiency of operations. Coordinates logistical activities with other staff elements, supply and service, and motor transport units. Conducts assistance visits to subordinate elements. Develops and executes training programs.
- **Skill Level Five (E8).** MOS 92Y50. Supervises development and preparation of operations information, plans, maps, sketches, overlays, and related data to employ supply and service organizations. Contributes to staff development and operations of supply support

data systems, equipment review, salvage, and repair parts supply procedures. Performs liaison between staff and supported personnel to improve effectiveness of support activities. Conducts inspections and provides technical assistance to the inspector general.

MOS 92Y Training

Utilization of Soldiers Training Publications (STPs) 10-92Y12 and 34-SM-TG will aid in identifying/standardizing MOS 92Y property book officer (PBO) training and mission-essential task list (METL) objectives. Primary PBO-related training objectives outlined within the STPs include:

- Implement the Command Supply Discipline Program.
- Account for property.
- Plan logistic support for combat operations.
- Update equipment authorization documents.
- Manage budget operations.
- Prepare logistical authorization documents.
- Prepare materiel condition status reports.
- Manage property adjustment document.
- Implement continuity of operations plan.
- Maintain parameter tables.
- Perform property book transactions.
- Manage ammunition transactions.
- Perform task force/split operations.
- Process unit transfer.
- Inspect logistical operations at the unit.
- Prepare logistical section of unit status report.
- Determine logistical requirements.
- Obtain relief from responsibility for property.
- Supervise the inventory of property.
- Post transaction to property book.
- Manage hand receipts/sub-hand receipts.

- Maintain authorizations.
- Process a lateral transfer of property.
- Perform catalog maintenance.
- Update organizational data.
- Update parameter tables.
- Process property adjustment documents.
- Turn-in property/Army assets.
- Receive, inventory, store, and issue property.
- Request supplies and equipment.
- Prepare a document register.
- Prepare delegation of authority documents.
- Maintain unit supply files.
- Maintain required publications.
- Manage distribution of property.

PBO NCO Duty Rating and Evaluation

The PBO serves as the rater of the PBO NCO in charge (and PBO personnel). NCOs are rated in accordance with (IAW) Army Regulation (AR) 623-3, *Evaluation Reporting System*, using DA Form 2166-8, *NCO Evaluation Report* (see Figure 5-3).

PART III - DUTY DESCRIPTION (Rater)	
a. PRINCIPAL DUTY TITLE	b. DUTY MOSC
Property Book Office (PBO) NCOIC	92Y40
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)	
<p>Serves as the Brigade Property Book Office (PBO) NCOIC for a forward deployed Brigade Combat Team (BCT) consisting of six modular battalions valued in excess of 490 million dollars. Provides senior NCO subject matter expertise for MOS 92Y, Command Supply Discipline Program (CSDP) and property book accountability advise to the brigade commander and staff, six battalion commanders, six S4 Teams, 34 primary hand receipt holders, and in excess of 30 unit supply teams. Coordinates and executes Total Package Fielding (TPF) support of command Force Modernization. Assists in developing monthly USR EOH readiness reports; assists in monitoring the accuracy of the commands MTOE and TDA authorization documents with the PBUSE system. Supervises two subordinates.</p>	

Figure 5-3. DA Form 2166-8 example

Civilian Personnel: PBO Team (Logistics Management Specialist)

The Army civilian corps is an integral part of the Army team. Members belong to the executive branch of the federal government. They fill positions in staff and sustaining base operations that would otherwise be filled by military personnel. They provide mission-essential capability, stability, and continuity during war and peace.

The Army Civilian Corps Creed is shown at Figure 5-4.

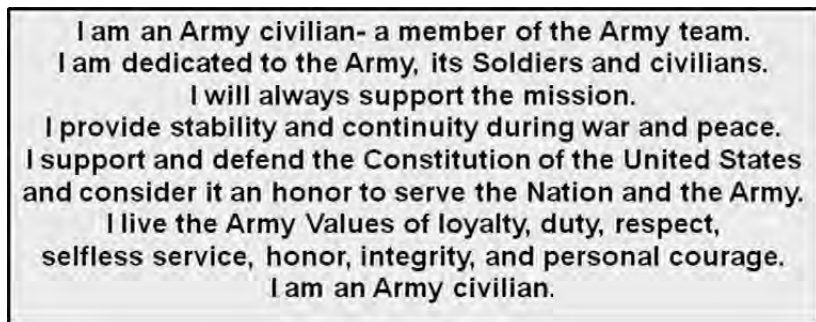


Figure 5-4. The Army Civilian Corps Creed

The major roles and responsibilities of Army civilians include establishing and executing policy; managing Army programs, projects, and systems; and operating activities and facilities for Army equipment, support, research, and technical work.

While most civilians historically support military forces at home stations, civilians also deploy with military forces to sustain theater operations (e.g., theater provided equipment PBO teams).

A Department of Defense (DOD) civilian employee, if determined by the appointing authority to be properly qualified, or an authorized foreign national employee of the U.S. Army, in overseas areas when no military or U.S. DOD civilian employees are assigned and when approved by the major command or the command two levels above the organization for which the accountable officer is appointed, may serve as the PBO.

While serving as a PBO, U.S. Army civilian personnel are required to follow the same policy and regulatory procedures and outlines as military service personnel.

U.S. Army civilian personnel are rated IAW AR 690-400, *Total Army Performance Evaluation System*, using DA Form 7222, *Senior System Civilian Evaluation Report* (see Figure 5-5).

PART IV - DUTY DESCRIPTION <i>(Rate)</i>	
DAILY DUTIES AND SCOPE (To include as appropriate, people, equipment, facilities, and dollars) / Position Description (DA Form 374) is correct	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
<p>Executes the supply management program for Headquarters Service Company, 1st Battalion, 7th Special Forces Group (AIRBORNE), in the Battalion Property Book Office (PBO). Provides a full range of technical supply support services. Works under the general supervision of the Battalion Property Book Officer who establishes work objectives and priorities of formal property accountability management, oversight of staff supply operations, implementation of Command Supply Discipline Programs (CSDP) within the unit.</p> <p>Extended duties: Defense Travel System (DTS) coordinator, Financial Liability of Property Loss (FLIPL) program manager, Government Purchase Card (GPC) requisition validation supply officer, Wide Area Work Flow (WAWF) program manager, General Fund Enterprise Business System (GFEB) manager, and PBO Key Control Custodian.</p>	

Figure 5-5. DA Form 7222 example

The U.S. Army Quartermaster Corps recruits future civilian leaders through the Department of the Army Civilian Logistics Career Management Office (CLCMO). Further information may be found regarding the CLCMO at <http://www.cascom.army.mil/CLCMO>.

Defense Contractors: PBO Team (Logistics Management Specialist)

A subset of the Army team is contractor personnel. Contractors fill gaps in the available military and Army civilian work force. They also provide services not available through military means, to include essential technical expertise to many of our newly fielded weapon systems. Contractor personnel can focus on short-term projects, such as maintaining equipment and aircraft for already overtasked units.

Managing contractors requires a different leadership approach, since they are not part of the military chain of command. Contractor personnel should be managed through the terms and conditions set forth in their contract. They do not normally fall under Uniform Code of Military Justice authority, thus making it imperative that leaders ensure that a strong contractor management system exists (see FM 3-100.21, *Contractors on the Battlefield*, for more information).

Certain functions of the PBO mission are contractible:

- Cataloging.
- Receiving operations (minus government certification of acceptance/ authorization of payment for goods received from commercial vendors or contractors).
- Storage operations.

- Issue operations.
- Data conversions, files, document control, and inventory and adjustment (except that the individual with final approval authority will be a government employee).
- Item management, materiel management, and similar accounting functions, except those with final approval authority for discretionary actions, such as determining requirements and authorizing disposal.

The following accountable officer functions are governmental and cannot be performed by contractors for the Army:

- Procurement management certifying the acceptance of goods received from commercial vendors or contractors, which authorizes the payment for goods received.
- Those individuals with final approval authority as cited above on the immediate staff of the accountable officer.

Contractors may be appointed as communications security (COMSEC) custodians for COMSEC accounts designated as “contractor maintenance COMSEC accounts.” All other COMSEC custodians are considered accountable officers, and therefore their positions and responsibilities are not contractible. Any exceptions to this policy must be sent through Headquarters, Department of the Army (HQDA) Deputy Chief of Staff (DCS), G-2 (DAMI-CHS) to HQDA DCS, G-4 (DALO-SMP).

Final Thoughts

A perpetual thread found to exist in all Army organizations is that of property accountability for the American people on behalf of the commander. The exclusive nature of the PBOs’ unique duties and their intrinsic link with the commander serve to fulfill the obligation of effective property accountability.

A commander-centric MOS rating scheme, approved METL, and effective employment of property book office team personnel serve the best interest of the Army and assist in realizing supply discipline management and combat readiness equipping goals throughout the Army materiel enterprise.

The PBO can be a powerful asset (a “weapon system”) to the Army and commanders when utilized effectively. An effective PBO can:

- Improve Soldier combat capability readiness through effective materiel equipping and reporting.
- Save and/or recapitalize equipment operational funding resources.

- Mitigate fraud, waste, and abuse of Army assets and resources.
- Develop Soldier and leader skill-set capabilities in supply management.
- Serve as a major contributor to the success of a commander's staff.

Effective utilization of this publication will empower the Army to:

- Realign the core competency of supply discipline and property accountability practices at the tactical level.
- Synchronize the purpose and role of the PBO within the Army materiel enterprise.
- Ensure that the Army's materiel enterprise total asset visibility objectives are being fully supported at the PBO level.

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Combat Studies Institute (CSI)

CSI is a military history think tank that produces timely and relevant military history and contemporary operational history. Find CSI products at <<http://usacac.army.mil/cac2/csi/csipubs.asp>>.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find the doctrinal publications at either the Army Publishing Directorate (APD) <<http://www.usapa.army.mil>> or the Reimer Digital Library <<http://www.adtdl.army.mil>>.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. Find FMSO products at <<http://fmso.leavenworth.army.mil/>>.

Military Review (MR)

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at <<http://usacac.army.mil/cac2/militaryreview/index.asp>>.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas. Find TRISA Threats at <<https://dcsint-threats.leavenworth.army.mil/default.aspx>> (requires AKO password and ID).

Combined Arms Center-Capability Development Integration Directorate (CAC-CDID)

CAC-CDID is responsible for executing the capability development for a number of CAC proponent areas, such as Information Operations, Electronic Warfare, and Computer Network Operations, among others. CAC-CDID also teaches the Functional Area 30 (Information Operations) qualification course. Find CAC-CDID at <<http://usacac.army.mil/cac2/cdid/index.asp>>.

U.S. Army and Marine Corps Counterinsurgency (COIN) Center

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