



DEPARTMENT OF THE ARMY
CHARLIE COMPANY, AVIATION SUPPORT BATTALION
COMBAT AVIATION BRIGADE, INFANTRY DIVISION
UNIT, APO AP

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MEMORANDUM FOR RECORD

SUBJECT: Executive Officer Standard Operating Procedures

1. References.

- a. AR 600-20 Army Command Policy
- b. FM 10-27-4 Organizational Supply for Unit Leaders
- c. FM 10-27-3 Quartermaster Principles
- d. AR 710-2 Supply Policy Below the National Level
- e. AR 735-5 Policies and Procedures for Property Accountability
- f. ASCR 715-5 GPC Program
- g. DA PAM 710-2-1 Using Unit Supply System
- h. AR 71-32 Force Development and Documentation
- i. TB 380-41 Procedures for Safeguarding, Accounting, and Supply Control of COMSEC Material
- j. AR 1-201 Army Inspection Policy
- k. AR 750-1 Army Materiel Maintenance Policy and Retail Maintenance Operations
- l. FM 4-30.3 Maintenance Operations and Procedures
- m. DA PAM 750-1 Commander's Maintenance Handbook
- n. DA PAM 750-35 Guide for Motor Pool Operations
- o. FM 7-0 Training for Full Spectrum Operations
- p. AR 600-8 Military Personnel Management
- q. AR 600-8-6 Personnel Accounting and Strength Management

2. Table of Contents.

- a. Duties and Responsibilities
- b. Assumption of Command
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- e. Command Supply Discipline Program
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3. Duties and Responsibilities. The executive officer is second in command of the company. The executive officer is also the direct representative of the commander. The executive officer is in charge of the general readiness, efficiency, and day-to-day activities of the unit, in addition to coordinating different training missions and exercises. The executive officer is also responsible for supply, maintenance, personnel management, and orderly room operations of the unit. The executive officer position is often the stepping-stone to taking command.

4. Assumption of Command. Whenever the commander is absent, sick, on temporary duty (TDY), or on leave, the executive officer will assume all duties of the commander according to AR 600-20 and sign a formal memorandum stating so. The degree to which the executive officer performs the commander's duties will depend on the situation and the commander's discretion. It is encouraged to discuss with the commander exactly what is expected. Some of the duties the executive officer will assume include, but are not limited to the following:

- a. Meetings.
- b. Signing the property book.
- c. UCMJ actions.
- d. Safety briefings.
- e. Signing awards.

5. Company Supply Room. The most important individuals that work in a company supply room are the supply sergeant and the unit armorer. According to FM 10-27-4, the responsibilities of these two positions are as follows.

- a. Supply Sergeant. Prepares and maintains supply and property book records. Safeguards supplies and property stored in unit supply room and storage areas. Processes unit laundry (if applicable). Coordinates issue and turn in of unit property between company and personnel. Requests, receives, and issues supplies. Prepares adjustment documents for lost, damaged, or destroyed property. Supervises unit armorer. Coordinates delivery of supplies from field trains forward. Develops the unit supply standard operating procedures.
- b. Unit Armorer. Inspects and performs organizational maintenance on unit weapons. Turns in weapons to direct support maintenance. Maintains authorization list and ensures Soldiers' weapons cards are updated and

accurate. Secures weapons, assists with inventories, and maintains arms room key control.

6. Property Book Unit Supply Enhanced (PBUSE). This application is a web-based program that is fully interactive, menu driven, and automated. It is used in unit supply rooms for property accountability and management reports. In order to gain access to PBUSE, the property book officer (PBO) must create an account for the proposed user. Electronic copies of hand receipts, the unit property book, and associated reports are generated by PBUSE. This ability allows the supply sergeant to quickly create reports and distribute them to the required personnel. PBUSE can also search the property book and extract the necessary equipment information for various inventories such as ammunition inventories, sensitive item inventories, and cyclic/annual inventories.

7. Command Supply Discipline Program (CSDP). This program was developed as a means for commanders at the battalion level and above to ensure their lower level commands are compliant with Department of the Army (DA) regulatory guidance. Company level commanders are required to report to their higher headquarters any applicable requirements that cannot be met. The program goals are as follows:

- a. Establish supply discipline with regulatory guidance.
- b. Standardize supply discipline requirements.
- c. Provide responsible personnel with a single listing of supply policy requirements.
- d. Make the Army more efficient with respect to time spent monitoring actions.
- e. Eliminate repeated findings of noncompliance with policy.
- f. Serve as a checklist for internal supply management controls.

8. Government Purchase Card (GPC). A GPC provides the unit with a method to make purchases outside of normal supply chains. The individual purchase limit is \$3,000.00 for supplies/equipment and \$2,500.00 for services. Larger limits can be approved; however, the unit must contact the local directorate of contracting to gain authorization. Normally a company will only have one GPC, and the battalion will determine a monthly limit for purchases. The executive officer is typically the approving authority for the company's GPC holder (usually the supply sergeant).

9. Supply Status Codes. Supply status informs the requester of a decision made by the supplier on a specific supply request. Supply status is received from the supply support activity (SSA) on status cards and/or listings. Supply status is in the form of status codes. Types of supply status are as follows:

- a. Shipment status is advice of estimated or actual shipment dates.
- b. Exception status results from any of the following supply decisions:
 - Substitution of an authorized stock number.
 - Change of unit of issue and/or quantity.

- Back order is established when materiel cannot be sent by the standard delivery date or required delivery date.
- Partial supply action on a requested quantity.
- Request rejected for a specific reason.
- Cancellation confirmed.

10. Supply Classes.

- a. Expendable property requires no formal accounting after issue to the user. This means that a DA 2062 is not required for this type of equipment. Although expendable items are not formally accounted for on a property book, they are usually logged in a supply tracker. These items are not expected to be returned. Examples of expendable property are toilet paper, ink pens, paper, etc.
- b. Durable property requires no formal accounting but is controlled at the user level using a DA 2062. Examples of durable property are hammers, gas cans, tools, etc.
- c. Non-expendable property requires formal property book accounting at the user level. These items must be maintained on the unit property book. Examples of non-expendable property are computers, printers, vehicles, etc.

11. Property Book Management.

- a. Property records. The two categories of Army property are real property and personal property. Real property includes land and structures. Personal property includes capital equipment and other non-expendable supplies. The executive officer must ensure Soldiers keep adequate records of this property. Instruments used to keep accountability of personal property include property books, hand receipts, inventory lists, transfer documents, and load lists.
- b. Property books. These are formal records of non-expendable property assigned to divisional units, non-divisional units, table of distribution and allowances (TDA) units, and separate companies. DA PAM 710-2-1 lists the property that must be accounted for on property books. Divisional property books are automated. Divisional property book teams maintain them according to AR 710-2 and the end user manual for the automated system used. The supply sergeant, the company commander, and the executive officer can also manually manage property books.
- c. Types of property books. All non-expendable property must be maintained on a property book, with a few exceptions. Those exceptions are certain types of furnishings as outlined in DA PAM 710-2-1. The company commander will be the primary hand receipt holder for the company property book.

12. Modified Table of Organization and Equipment (MTOE). The MTOE will show what unit equipment is needed by line item number, the unit authorizations by paragraph number, and the recapitulation in order to perform its wartime mission. All MTOE equipment needs to be on hand or on valid requisitions. Any changes to the unit MTOE that involve the addition or deletion of equipment may require modification to the unit's scheduled services plan. Current and projected unit MTOEs can be found online at <https://www.usafmsardd.army.mil/>.

a. Basic MTOE terms.

- UIC. Unit Identification Code.
- EDATE. Effective Date.
- ALO. Authorized Level of Organization.
- BOIP. Basis of Issue Plan.
- ERC. Equipment Readiness Code.

b. Table of Distribution and Allowances (TDA). The TDA is an Army document that prescribes the structure, manpower, and equipment for a non-combatant, non-deployable organization. Each document is unique for a particular organization or unit. General support units and most organizations that employ significant numbers of civilians are TDA organizations.

c. Table of Organization and Equipment (TOE). The TOE is an Army document that prescribes the structure, manpower, and equipment for a particular deployable Army unit. These options provide a model for fielding a unit at full capability, or at a reduced capability if resources dictate. The TOE also specifies the normal tasks the unit is designed to perform and the capabilities the unit will have in order to accomplish the mission.

d. Differences between TOE and TDA units.

TOE	TDA
Deployable	Non-deployable
Organized for combat missions	Organized for non-combat missions
Variety of missions	Functional missions
Wartime operations	Wartime and peacetime operations
Threat based	Workload based
Typically no civilians	Typically utilizes civilians

13. Inventories. The company executive officer does not sign for any equipment and is not a primary hand receipt holder within the company. Instead, the executive officer is responsible for ensuring that the primary hand receipt holders are conducted their

required inventories. The executive officer must plan for the inventories and identify personnel to conduct the inventories as needed. As per AR 710-2, the executive officer should 1) plan the inventory, 2) update hand receipts, 3) determine the items and equipment being inventoried, 4) ensure current publications are on hand, and 6) set the date/time to conduct the inventory.

a. Inventory procedures are as follows.

- Check all items to ensure the item and their description on the unit property book and hand receipt match. Make a list of any discrepancies.
- Visually check the condition of the property. Make a list of discrepancies.
- Count all items listed on the hand receipt. Make a list of discrepancies.
- Check end items for completeness. Use the proper TM or SC to identify components. Make sure that component shortages are listed on shortage annexes. Check the document register to ensure that component shortages are on request. Make a list of any discrepancies.
- Check the serial number on the item with the serial number recorded on the property book and hand receipt. Make a list of any discrepancies.
- If items are in maintenance, ensure that the maintenance request is still valid. Check all open requests with the supporting maintenance facility.
- Report damaged equipment to unit maintenance personnel for repairs.
- Report all property discrepancies to the accountable officer and/or PBO. After the inventoried hand receipt has been assigned AR 735-5 adjustment documents, the outgoing hand receipt holder will sign for the adjusted quantities in the next column.

b. Common types of inventories.

- Tool room inventory. The tool room should be inventoried semi-annually. Record the results of the inventory, including discrepancies, on a memorandum and account for them IAW AR 735-5.
- Annual/cyclic inventory. An annual one hundred percent inventory of all organizational property will be conducted. The officer responsible for the unit's property will ensure that this inventory is conducted. A cyclic inventory may be performed in lieu of the annual inventory when 1) the responsible officer of a unit elects to do it, 2) or the property book is kept outside the unit level and the PBO requires it.
- Sensitive items inventory. Sensitive items and unclassified CCI will be inventoried quarterly. Explosives, ammunition, firearms (CIIC of N or P), and hazardous items must be inventoried monthly. Conduct causative research for all inventory discrepancies. The CIIC is shown in the Army Master Data File (AMDF).

- COMSEC inventory. Detailed procedures for conducting inventories and reporting results are contained in TB 380-41. COMSEC custodians shall not deviate from the posted procedures. COMSEC inventories should be conducted monthly as well as after every exercise that involves the use of COMSEC equipment. The commander can mandate COMSEC inventories as often as needed.

14. Command Inspections.

- a. Initial command inspections. A new commander will receive an initial command inspection (ICI) from their rater. The ICI for a company will occur within the first 90 days following assumption of command. The ICI ensures that the new commander understands the unit's strengths and weaknesses in relation to higher headquarters' goals and established standards. The ICI will appear on the training schedule and will serve to evaluate the condition of the unit. The ICI will not evaluate the commander's performance. Only the inspected commander and that commander's rater will receive the specific results of the initial inspection. These results will serve as the basis for a goal-setting session between the incoming commander and their rater. The incoming commander should receive a clear picture of the goals, standards, and priorities for the unit. Commanders will not use the results of ICIs to compare units. The ICI results will be included as part of the unit's deployment records.
- b. Subsequent command inspections. Subsequent command inspections (SCI) measure progress and reinforce the goals and standards established during the ICI. These inspections are often focused inspections that only look at specific areas and are not necessarily complete re-inspections of the entire unit. Commanders will conduct SCIs following all ICIs and not later than one year after completion of the incoming commander's ICI.

15. Unit Maintenance Program. The unit level maintenance programs provide the cornerstone that will sustain the unit's equipment readiness level at a go-to-war posture. Maintenance requires continuous emphasis by all leaders and maintenance managers. The executive officer is directly responsible to the commander for the overall operation and function of the maintenance section. They must continuously advise and update the commander on the status of all maintenance operations.

- a. Preventative maintenance checks and services (PMCS). The executive officer's main responsibility in regards to PMCS is ensuring that maintenance operations are IAW existing regulations and directives. A key to success is to build a good relationship with the battalion maintenance officer (BMO) and the battalion maintenance technician. Other keys to success are:
 - Ensure schedule services are on the training schedule.
 - Ensure PMCS is performed IAW -10 and -20 level TMs.
 - Properly resource operators/crews to perform PMCS.

- Ensure PMCS is performed prior to any equipment dispatch.
 - Ensure PMCS is performed prior to scheduled services.
 - Utilize DA 5988-E to perform PMCS.
 - Ensure that armorers, communication sections, and CBRN rooms perform and integrate PMCS of their respective areas into command maintenance.
 - Ensure mechanics verify the faults identified during PMCS and that the parts required are placed on order.
 - Ensure the timely and accurate reporting of NMC equipment up the chain of command.
 - Ensure that basic issue items (BII) and components of the end item (COEI) are checked and serviceable.
- b. Unit readiness reporting. The unit's equipment readiness goal is 90 percent of equipment being fully mission capable (FMC). With overview management at the DA level, readiness is determined by reporting the actual status of resources against established standards. Deficiencies are identified to determine the degree of mission capability and the timeframe for achieving this capability. The Army Material Status System (AMSS) is designed to accumulate the necessary transactions at unit and support levels during the reporting period (16th day of the month to the 15th day of the following month). At the end of the reporting period, the Standard Army Maintenance System – Enhanced (SAMS-E) processes these transactions and produces an automated output that is equivalent to the “front side” of current hardcopy forms. The equivalent “back side” information from current hardcopy forms goes through Standard Army Maintenance System – 1 Enhanced (SAMS-1E) and is produced by the Standard Army Maintenance System – 2 Enhanced (SAMS-2E) which is located at the supporting materiel management center. Both of these reports are transmitted and arrive at LOGSA no later than the first of each month following the end of the report period. Accurate and complete entry of the data is necessary to ensure proper computation of the readiness rates. Accurate and complete entries will also ensure transmission of valid data to the SAMS-2E for completion of the inoperable equipment report. The SAMS-2E 026 print serves as the principal automated maintenance management tool for brigade and division maintenance managers. The 026 print is produced at the SAMS-2E computer, located in the FSB's support operations section, and provides leaders and automated snapshot of the brigade's maintenance posture. The 026 print also provides a view of each system's parts requirements and status. The 026 print indicates the relative health of the entire brigade's CSS automation architecture and maintenance management procedures.
- c. US Army Materiel Command (AMC) Logistics Support Activity (LOGSA). AMC LOGSA products and services support the full range of Army users in helping unit-level warfighters solve logistics problems. LOGSA maintains the cataloging descriptions and technical information in a centralized database called the Army MMDF. The MMDF requires units to submit readiness data to the AMC LOGSA

by the first day of the month following the end of the report period. Report periods extend from the 16th day of the previous month to the 15th day of the current month. LOGSA products and services can be requested online at <https://liw.logsa.army.mil/>.

- d. Logistics Information Warehouse (LIW). LIW provides streamlined web access to a host of essential Army logistics tools. The LIW is a single authoritative source of asset data that supports managers and decision makers. Reports on asset information for specific force and item levels can be created and viewed in LIW. LIW draws data from multiple sources and resident databases to provide users with accurate and complete information. Asset data from PBUSE is updated hourly, while other sources are updated a minimum of three times daily.

Data sources include:

- PBUSE
 - Defense Property Accountability System
 - Joint Medical Asset Repository
 - Standard Army Retail Supply System
 - Logistics Modernization Program
 - Commodity Command Standard System
 - Army War Reserve Deployment System
 - Army Materiel Command Installation
 - Army Materiel Command Inspection Supply System
- e. Automated RESET Management Tool (ARMT). This tool automates the process of enrolling Army equipment into the RESET program. RESET is a part of the Army Force Generation (ARFORGEN) process. ARMT provides a way to report the status of and management accountability for equipment that is in or entering AMC managed maintenance programs. ARMT monitors RESET by unit identification codes, line item numbers, and maintenance facilities.
 - f. Overaged reparable item list (ORIL). ORIL is a report generated at the Division Materiel Management Center (DMMC). Another name for reparable items is recoverable items. The importance of the ORIL is two-fold – readiness and dollars. Holding on to recoverable items deprives the command of money, and slows down the supply system. When the supply system slows down, readiness is degraded. Recoverable items are valuable to the Army supply system regardless of the item's condition due to its intrinsic value. Usually, these items contain a material that is valuable. For example, the Army due to the intrinsic value of gold can recover circuit cards containing gold-plated leads and wiring. The value in most recoverable items is that the item can be repaired and returned to the Army supply system. In most cases, the repair cost is far less than the cost to purchase a brand new item. The Army provides financial incentives to unit commanders in the form of monetary credits for the return of

recoverable items. Depending on the item, the Army will deposit the applicable turn in credit listed in the AMDF in the commander's class IX budget when the SSA processes the recoverable item.

- g. Prescribed load list (PLL). A PLL includes those repair parts authorized at unit level for maintenance of a unit's equipment. PLL is a quantity of parts that a unit keeps stocked for immediate repairs. PLL is designed to carry a 15-day supply of essential parts as determined by DA and the unit's demand history. PLL is a tool used by motor pools to enhance the operational readiness of the unit's equipment. PLL procedures may vary from unit to unit and some commands have been known to set policies restricting the use of PLLs.

16. Training. The executive officer's primary responsibility is to resource training. The executive officer must work closely with the first sergeant to assist in resourcing whatever the platoon leaders' need to fulfill their mission or exercise. The executive officer manages assets such as supply and maintenance, and serves as the liaison for these sections.

- a. Training schedule. The executive officer must constantly look over the unit's training schedule. They must be aware of any resources needed by subordinate platoons. The executive officer should verify what type of training will occur, and where the training will take place so that they can provide the appropriate resources. The executive officer should take the platoon training schedules and combine them to create the company training schedule, which is then approved by the commander.
- b. Training meeting. Training meetings are non-negotiable and provide guidance for forming training schedules. These meetings should be held weekly and are designed to create a bottom-up flow of information regarding the specific training needs of the subordinate platoons and Soldiers. This meeting should only discuss training, and is usually managed by the executive officer. The following individuals should be present at any typical training meeting.
 - Commander
 - Executive Officer
 - First Sergeant
 - Platoon Leaders
 - Platoon Sergeants
 - Supply Sergeant
 - Maintenance NCO
 - Training NCO
- c. Digital Training Management System (DTMS). This is a web-based software application customized to implement the concepts in FM 7-0. Optimized for use at the brigade level and below, DTMS provides the ability to plan, resource, and

manage unit training. DTMS is used for METL development and can track various unit METLs. It can also produce AARs and commander's assessment of training events. DTMS compiles and displays a roll-up of unit training conducted through a series of customizable tabs such as weapons qualifications, APFT, MOS training, etc.

- d. Mission essential task list (METL). The executive officer has a responsibility to assist the commander in coordinating training based on the unit METL. They will also help assign training priorities to the different tasks in the METL. Two factors are considered when assigning training priorities – the assessment of the unit's proficiency in each task, and the risk to future operations entailed by accepting a lower level of proficiency on that task. All priorities are assigned in coordination with the higher level commander.

17. Orderly Room. The orderly room consists of a training NCO and clerks. The executive officer must supervise and manage the orderly room Soldiers and NCOs to ensure that they are taking proper care of the administrative portions of the unit. Duties of the orderly room include but are not limited to:

- Submitting awards to higher headquarters.
 - Personnel accountability and status reports.
 - Tracking unit MEDPROS and profile data.
 - In-processing and out-processing Soldiers.
 - Publishing unit training schedules.
 - Soldier readiness packets.
 - Submitting NCOERs/OERs to higher headquarters.
 - Resourcing training meetings.
 - Publishing unit policy memorandums, additional duty orders, etc.
- a. Personnel status report (PERSTAT). The training NCO is responsible for submitting the PERSTAT daily. It is unit dependent on exactly what time submission is required and what format should be utilized. The unit S-1 will usually dictate this. The report should contain the current status of all unit personnel. The executive officer should receive these reports every day and spot-check them for correctness.
 - b. Medical Protection System (MEDPROS). This system tracks all immunizations, medical readiness reports, and deployment eligibility statuses for Soldiers. This is an important tool that the executive officer should utilize to measure the unit's medical readiness. Access to this system must be requested at www.mods.army.mil/.

18. The point of contact for this memorandum is 2LT Future Commander at DSN XXX-XXX-XXXX or at future.a.commander.mil@mail.mil.

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