

## **SDDC Regulation 570-4**

**Manpower and Equipment Control:**

## **Manpower Mission Support Augmentation**

**Headquarters, Military Surface  
Deployment and Distribution Command  
1 Soldier Way  
Scott AFB IL 62225-5006  
18 May 2015**

**UNCLASSIFIED**

## ***SUMMARY of CHANGE***

SDDCR 570-4

Manpower Mission Support Augmentation

- Adds support staff approval requirement.

DEPARTMENT OF THE ARMY  
HEADQUARTERS, MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND  
1 SOLDIER WAY, SCOTT AIR FORCE BASE IL 62225-5006

SDDC REGULATION  
NO. 570-4

18 May 2015

Manpower and Equipment Control

MANPOWER MISSION SUPPORT AUGMENTATION

	<u>Paragraph</u>	<u>Page</u>
Purpose.....	1.....	1
Responsibilities.....	2.....	1
Duties, Titles, Roles.....	3.....	4
<b>APPENDIX A.</b> References.....		7
<b>APPENDIX B.</b> Process Map.....		9
<b>APPENDIX C.</b> Request Criteria and Sample Formats.....		10
<b>GLOSSARY</b> .....		15

1. Purpose. This regulation establishes civilian and military manpower and personnel management policies for Headquarters, Military Surface Deployment and Distribution Command (SDDC) and its subordinate activities/units.

2. Responsibilities.

a. The Commander, SDDC approves all requests for requirements exceeding 90 days for liaison officers (LNO), forward strategic transportation officers (FSTO), forward planners (FP), and support staff for LNOs, FSTOs, or FPs.

(1) This authority may be delegated to the Deputy Commanding General or Deputy Commander.

(2) Brigade commanders may appoint internal LNOs, FSTOs, or FPs (without support staff) for emergent requirements not to exceed 90 days. LNO, FSTO, FP, and support staff requirements exceeding 90 days will be submitted for Commander, SDDC approval in accordance with paragraph 2h. SDDC LNOs, FSTOs, and FPs should be able to obtain and maintain a Top Secret clearance.

---

Supersedes SDDCR 570-4, 29 March 2013

b. The SDDC Chief of Staff (CoS) leads the Reserve Validation Board. Reserve requirements are validated through the Reserve Validation Board and then requisitioned. Reserve Validation Boards are composed of the CoS, Deputy Chief of Staff, Personnel and Logistics (G-1/4), and Deputy Chief of Staff for Operations (G-3). Each of these staff principals will provide coordination if staffing is used to validate a Reserve requirement in lieu of the Reserve Validation Board.

c. The SDDC Political Advisor (POLAD) will:

(1) Assist in LNO, FSTO, and FP selection through participation in the staffing process or Reserve Validation Board.

(2) Assist in coordination of LNO, FSTO, and FP orientation training and mentoring LNOs, FSTOs, and FPs in understanding and proficiency in interactions with the political-military organizations in their assigned areas of responsibility.

(3) Conduct country visits of pertinent locations.

d. The following staff elements will provide coordination on all requests for LNOs, FSTOs, FPs, and associated staff support: POLAD, SJA, G-1/4, G-2, G-3, G-5, G-8, G-9, and the Command Group.

e. The Deputy Chief of Staff, Personnel and Logistics (G-1/4) will:

(1) Receive and staff all SDDC requests to establish LNO, FSTO, FP, and support staff positions.

(2) Upon approval of LNO, FSTO, FP and support staff positions:

(a) Notify G-3, G-8, and the brigade or staff element that submitted the request.

(b) Modify the associated table of distribution and allowance (TDA), if required.

(c) If the requirement is for a civilian employee, review the position for classification requirements.

(d) Procure a military member or civilian employee to fill the position.

(e) Coordinate National Security Decision Directive (NSDD) – 38 requests with the submitting organization and Department of State (DOS).

(f) Track and report changes to LNO, FSTO, FP, and support staff requirements and authorizations.

(g) Facilitate the SDDC Reserve Validation Board.

(h) If the decision is to procure a reserve component (RC) Soldier; advertise the position on "Tour of Duty." An example of a Tour of Duty justification is provided in Appendix C.

(i) Coordinate orders for LNOs, FSTOs, and FPs assigned for greater than 90 days, including 3 days temporary duty enroute to Scott AFB IL for orientation training if the nominee has not previously had this orientation. This training, developed by SDDC G-3, will include DOS briefings concerning the geo-political environment and considerations in the assigned AOR; orientation to combatant command(s) operating in their AOR, to U.S. Transportation Command (USTRANSCOM), and to SDDC operations and security considerations.

f. The Deputy Chief of Staff for Operations (G-3) will:

(1) Validate the operational requirement;

(2) Conduct LNO, FSTO, and FP orientation; and

(3) Ensure command group awareness of significant LNO, FSTO, FP, and support staff activities.

g. The Deputy Chief of Staff for Resource Management (G-8) will coordinate and execute supporting International Cooperative Administrative Support Services (ICASS) agreements, inter-service support agreements (ISSA), memorandum of agreement (MOA), and/or memorandum of understanding (MOU) for approved LNO, FSTO, FP, and support staff positions. An ISSA, MOA, or MOU is required to establish clear lines of authority and responsibility and enable effective accomplishment of the SDDC mission. These ISSAs, MOAs and MOUs are between HQ SDDC and the agency or command that hosts SDDC LNOs, FSTOs, or FPs.

h. Brigade Commanders and Staff Principals will:

(1) Submit requests for LNOs, FSTOs, FPs, and support staff (including local nationals to be hired directly or indirectly) to the G-1/4 Civilian Personnel (CIVPERS) inbox (usarmy.scott.sddc.mbx.civpers@mail.mil) for staffing and approval in accordance with criteria provided in Appendix C.

(2) Wait for formal CG approval before assigning LNOs, FSTOs, FPs or support staff to their posts or requisitioning military or civilian personnel to fill a position.

(3) Maintain command and control of their approved LNOs, FSTOs, FPs, and support staff.

(4) Submit requests for changes (increases, decreases, and terminations) to their LNO, FSTO, FP, and support staff requirements to G-1/4 and G-8.

(5) Provide monthly and significant event reports from their LNOs, FSTOs, FPs, and support staff to G-3.

(6) Initiate annual reviews and revisions of ICASS agreements, ISSAs, MOAs and MOUs supporting their LNOs, FSTOs, FPs, and their support staff.

(7) Apply the following minimum grade criteria when recommending establishment of LNO, FSTO, and FP positions:

(a) Nominate O-6s or GS-15s for positions that will interact with the immediate staff of general officers or their equivalents in the Senior Executive Service at the O-9 (3-star) or O-10 (4-star) grades. Nominate O-5s or GS-13s for positions attached to brigade level organizations or that will interact with the immediate staff of general officers or their equivalents in the Senior Executive Service at the O-7 (1-star) or O-8 (2-star) grades.

(b) Nominate O-4s or GS-12s for positions at the battalion level

### 3. Duties, Titles, Roles.

#### a. Liaison Officers.

(1) LNOs represent the Commander, SDDC to major military commands. They are attached to the headquarters of combatant commands (COCOM), DOD components, Army Commands, or major sister service commands to ensure the Commander, SDDC is informed of significant issues affecting SDDC operations and that SDDC equities are addressed in plans, programs, and mission execution of the commands to which they are attached.

(2) LNOs shall:

(a) Be military (active or reserve component) or civilian (US) employees.

(b) Be appointed by the Commander, SDDC. Civilian selections to a higher grade position must be competed using the Army's Merit Promotion Process

(c) Report through their assigned brigade or staff element to SDDC G-3.

(d) Monitor and report execution of ISSAs, MOAs, or MOUs associated with their areas of responsibility (AOR).

#### b. Forward Strategic Transportation Officers.

(1) FSTOs:

(a) Are assigned to forward areas to facilitate SDDC operations by providing oversight of surface mobilization, deployment, redeployment, and retrograde of cargo via established distribution networks.

(b) May be stationed at U.S. Embassies, Consulates, or subordinate military commands within a COCOM's AOR. When stationed at an Embassy or Consulate, FSTOs interact with

Embassy staff and may be collocated with the office of the Defense Attaché but are not Embassy or Defense Attaché staff members.

- (c) Provide SDDC with situational awareness of the regional operating environment.
  - (d) Monitor and report contract activities and in-transit visibility.
  - (e) Prepare and coordinate diplomatic notes and customs clearances.
  - (f) Supervise Customs Expeditors in their assigned AOR.
  - (g) Maintain relationships with host nation customs agents, port operators, third party logistics providers, contractors, and government officials.
  - (h) Coordinate and communicate mobilization, deployment, employment, sustainment, redeployment, and retrograde priorities between customers and stakeholders within their AOR and SDDC.
- (2) FSTOs shall:
- (a) Be military (active or reserve component) or civilian (US) employees
  - (b) Be appointed by the Commander, SDDC. Civilian selections to a higher grade position must be competed using the Army's Merit Promotion Process.
  - (c) Report through their assigned brigade to SDDC G-3.
  - (d) Monitor and report execution of ICASS agreements, ISSAs, MOAs, or MOUs associated with their AORs.
  - (e) Complete alternate contracting officer's representative (ACOR) certification training prior to arriving at duty location.

c. Forward Planners.

(1) FPs: Are responsible for the coordination, development, and implementation of operational and support planning requirements to COCOM Operational Plans (deliberate and crisis action) as directed in the Guidance for Employment of Forces and Joint Strategic Capabilities Plan. Use appropriate strategic guidance documents, the Adaptive Planning and Execution construct, and approved planning systems (currently the Joint Operation Planning and Execution System (JOPES)) to develop Concepts of Support and support requirements.

(2) FPs shall:

- (a) Be military (active or reserve component) or civilian (US) employees.

(b) Be appointed by the Commander, SDDC. Civilian selections to a higher grade position must be competed using the Army's Merit Promotion Process.

(c) Report through their assigned brigade or staff element to SDDC G-3. Monitor and report execution of ISSAs, MOAs, or MOUs associated with their AORs.

Supplementation of this regulation is prohibited. The proponent of this regulation is the DCS for Personnel and Logistics. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to HQ SDDC G-1/4, Attn: AMSSD-PLM, 1 Soldier Way, Scott AFB IL 62225-5006.



SUSAN A. DAVIDSON  
MG, USA  
Commanding

**Appendix A**  
**References**

**AR 25-30**

The Army Publishing Program

**AR 56-4**

Distribution of Materiel and Distribution Platform Management

**AR 190-16**

Physical Security

**AR 190-51**

Security of Unclassified Army Property (Sensitive and Non-sensitive)

**AR 360-1**

The Army Public Affairs Program

**AR 380-5**

Department of the Army Information Security Program

**AR 380-49**

Industrial Security Program

**AR 380-67**

The Department of the Army Personnel Security Program

**AR 381-10**

Foreign Disclosure and Contacts with Foreign Representatives

**AR 525-13**

Antiterrorism

**AR 530-1**

Operations Security (OPSEC)

**AR 710-2**

Supply Policy Below The National Level

**DA Pam 25-40**

Army Publishing: Action Officer's Guide

**DA Pam 190-51**

Risk Analysis for Army Property

SDDCR 570-4

**FM 5-19**

Composite Risk Management

**DOD 4500.9-R**

Defense Transportation Regulation

**DODD 2000.12**

DOD Antiterrorism (AT) Program

**DODD 5230.11**

Disclosure of Classified Military Information to Foreign Governments and International Organizations

**DODI 2000.16**

DOD Antiterrorism (AT) Standards

**DODI 4540.07**

Operation of The DOD Engineering For Transportability and Deployability Program

**DTR 4500.9**

Defense Transportation Regulation (DTR)

**DODI 8500.2**

Information Assurance (IA) Implementation

**USTRANSCOM Pamphlet 38-1**

Organizations and Functions

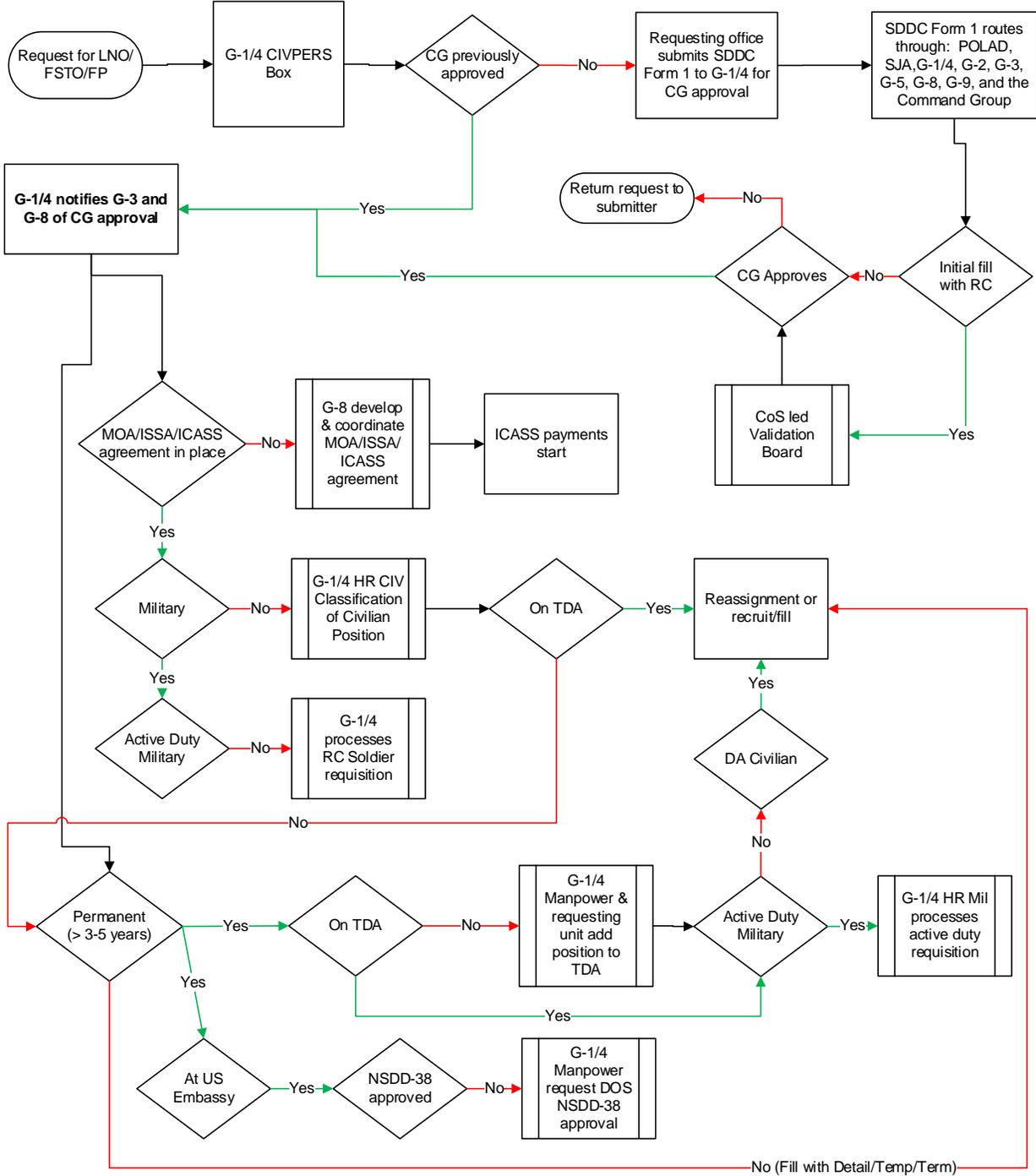
**SDDCR 15-1**

Procedure for Disqualifying and Placing Transportation Service Provider (TSPs) in Non-use

**SDDCR 56-69**

Terminal Operations

### Appendix B Process Map



**Appendix C**  
**Request Criteria and Sample Formats**

SAMPLE SDDC LNO, FSTO, AND FP DUTY DESCRIPTION AND POSITION  
JUSTIFICATION  
(FOR SUBMISSION TO “TOUR OF DUTY” REQUISITION AND ASSIGNMENT SYSTEM)

Organization/Unit of Assignment: SDDC XXX XXXXXX (BDE/UNIT/Staff designation)

Duty Title/MOS/GRADE of Personnel Required:

Duty Description: The Forward Strategic Transportation Officer (FSTO) monitors all U.S. DOD and diplomatic cargo transiting within/through the territory of XXXXXX; coordinates with and advises U.S. Embassy Ambassador and staff, the Office of Defense Representative XXXXXX Commander and staff as well as the XXXXXX and XXXXXX Consulates on logistical issues effecting Operation XXXXX XXXXXXXX in XXXXXXXX. In addition to issues that may affect the US-XXXXXXXX military and political relationship, maintains overall supervision of two (2) SDDC-funded customs expeditors in the XXXXXX and XXXXX Consulates. Interacts daily with the Consulate General office, XXXXX Central Coordinating Authority (i.e., Customs, XXXX military, National Highway Authority, Port Authority, and the National Logistics Cell) to ensure minimal degradation of port/border velocity to/from XXXXXXXX. Monitors and facilitates the movement of surface sustainment cargo to/from XXXXXXXX supporting XXXXXX and XXXXXXXX forces. The FSTO is responsible for providing information to SDDC and its designated in-theater command on political, social and military issues that affect the logistical flow of cargo to/from XXXXXXXX. Prerequisites: Contracting Officer Representative Course, Defensive Drivers course, SERE 101 training on-line, possession of valid official passport and XXXXX visa, Government Travel Card. Required Reading: XXXXXX Customs act 1969, XXXXXX Customs General Order 10/2012, US-XXXXXXXX Memorandum of Understanding for the transit of cargo, XXXXXX Terms of Reference.

JUSTIFICATION: Tracks and enables the movement of logistical surface sustainment cargo to U.S. Forces in support of CJTF-XXX and NATO XXXX forces. This cargo moves via the Universal Service Contract (USC) ocean carriers through the Ports of XXXXX and XXXXX and then via truck along a 2,000 kilometer road network to destinations inside of XXXXXXXX. On average, transporters move over 1,200 containers and break-bulk shipments per month. The FSTO effects tracking handover to personnel in XXXXXXXX and XXXXXXXX.

OCO NEXUS: The FSTO facilitates customs processing for USG Cargo on the XXXXXX Geographic Location (GLOC). The FSTO provides SDDC expertise for transportation issues affecting host nation, DOS, and DOD.

SAMPLE JUSTIFICATION FOR EMBASSY NSDD-38 POSITION AUTHORIZATION

**Requester Information**

Full Name: *(Of requestor)*  
USG Department: *DEPARTMENT OF DEFENSE*  
Activity: *DOD - DEPARTMENT OF THE ARMY*  
Phone: *(Commercial)*  
Fax: *(Commercial)*  
Email: *(NIPRNET)*

**Point of Contact Information**

Full Name:  
USG Department: *DEPARTMENT OF DEFENSE*  
Activity: *DOD - DEPARTMENT OF THE ARMY*  
Phone: *(Commercial)*  
Fax: *(Commercial)*  
Email: *(NIPRNET)*

**Requester Details**

Request Case Number:  
Location: *(Country)*  
USG Department: *DEPARTMENT OF DEFENSE*  
Activity: *DOD - DEPARTMENT OF THE ARMY*  
Total Positions Requested: *(Whole Number)*

**Agency Information**

1. Does your activity have an existing office at the proposed location? *(Yes/No)*  
Will this function join that office? *(Yes/No or N/A)*
2. How many authorized full-time permanent positions does agency have at proposed location?

***US-Based***

Direct-Hire: (#)  
PSC: (#)  
PSA: (#)

***Locally Recruited***

Direct-Hire: (#)  
PSC: (#)  
PSA: (#)  
Position(s) Details

**Position 1:**

Action Requested: *(New Position or Increase)*  
City/Post: *(Name of post)*  
Employment Type: *(Direct-Hire, US-Based)*

Pay Plan: *(MIL or CIV grade)*

Position Title: *(Forward Operations Representative)*

Duration of Position: *Permanent*

Effective Date: *(Requested effective date)*

**Justification for Requested Increase Position**

1. Provide a comprehensive summary of the requested position's roles and responsibilities and state why resources already at post cannot perform the duties:

*(Sample response: The Forward Operations Representative (FOR) position is the sole SDDC representative in the XXXXXXXX Region to provide oversight of the surface deployment and re-deployment of cargo via the XXXXXXXX Network. FOR duties include but are not limited to: Monitors contractor activities to ensure efficient use of contract monies. Compiles in-transit visibility (ITV) reports and summarize, maintains records, receives ITV reports and tracks progression, and receives and provides daily progress/status reports. Or Coordinates and monitors the surface deployment and re-deployment of cargo through the Operation XXXXXXXX area of operations (AO). Facilitate customs clearance of cargo transiting the XXX AO.)*

2. Is there a specific legislative authorization or presidential directive associated with establishing this function? *(Yes/No. If yes, cite the title and applicable section of the statute or executive order.)*

3. Describe how this position supports your Agency's strategic goal and objectives; also state whether the requested position is justified in the post's most recent Mission Strategic Plan.

*(Sample response: The Military Surface Deployment and Distribution Command's (SDDC's) mission is to provide expeditionary and sustained end-to-end deployment and distribution to meet the Nation's objectives. And/Or This position supports SDDC's strategic goals of sustaining the XXXXXXXX Network as a critical supply route for shipment of supplies and equipment in support of US and Coalition Forces in XXXXXXXXXX. As a new position, it is not part of the current Mission Strategic Plan of the post.)*

4. State why the roles and responsibilities cannot be accomplished from the United States or through the use of TDY, contact, or other personnel?

*(Sample response: These positions have been in place at the Embassy for more than a year. The GIRoA requires all customs clearance requests to be introduced on a Diplomatic Note. The creation and issuance of a Diplomatic Note can only originate from an Embassy.—or FOR duties include daily checks of sustainment cargo transiting XXXXXXXX ports in support of Operation XXXXXXXXXX XXXXXXXXXX. As such, having immediate access to container holding yards, warehouses, and transfer points is critical).*

5. Is this a regional position? *(Yes/No)*

If Yes –

What geographic areas will be covered by the Regional position?

*(Sample response: All areas covered by the Operation XXXXXXXXX area of operations.)*

State your Agency's reason for selecting this post for a regional position:

*(Sample response: It is central to the area of operations.)*

6. How do the benefits of increasing USG staffing overseas outweigh the inherent security risks associated with additional personnel?

*(Sample response: Risk to US forces in XXXXXXXXXXXX is increased when there is no SDDC representative in XXXXXXXXX, XXXXXXXXX. Delays in logistical support can mean extreme hardship or fatalities to US forces by not having the proper equipment or supplies in place in the Combatant Commander's area of operations.)*

7. How will the agency perform the function if this NSDD-38 request is not approved?

*(Sample response: SDDC will continue support through TDY visits. However, this will not meet mission requirements. Or The SDDC FOR will continue to operate from the Embassy without NSDD-38 approval.)*

### **Support Implications**

1. Is this position to be located in the Controlled Access Area (CAA)?

*(Sample response: Will need access to SIPRNET.)*

2. State the administrative support expected of post (e.g., office space, housing, pouch or check cashing services,

*(Sample response: Office space, computers workstations with desks and chairs, defense switched network phone lines, commercial telephone lines, cell phones, utilities, housing, dining, additional life support. Or In addition to the standard ICASS services (Basic, Health, Security, CLO), SDDC requires: office supplies, office space, office furniture, housekeeping services, communication (phone, international land-line and mobile, DSN, NIPR, SIPR, hand-held radio\_ NIPR & SIPR hardware (CPU, monitor, printer, keyboard, mouse, UPS, router, wiring) information management services & technical support, security (Embassy & residence patrol), housing, mail, check cashing & financial management, community liaison office services, motor pool, consular services, and commissary.)*

3. Has your agency made any administrative support and funding (direct-charge or reimbursement) arrangements to cover the increase in staffing?

Please describe:

*(Sample response: SDDC has been paying ICASS costs associated with the FOR and customs expediter positions and will continue to fund them as specified in the annual ICASS billing process. Or Not at this point. SDDC personnel travel to XXXXXXXXX in TDY status.)*

4. Will your agency provide any other support or resources to post?

*(Describe any support or resources SDDC plans to provide to the post.)*

**Other Justification (Optional)**

1. Other Justification

*(Provide any additional justification required to accurately describe the need for this position.)*

## **Glossary**

### **Section I Abbreviations**

AOR  
area of responsibility

CG  
commanding general

CIVPERS  
civilian personnel

COCOM  
combatant command

DA  
Department of the Army

DOS  
Department of State

FOR  
forward operations representative

FP  
forward planner

FSTO  
forward strategic transportation officer

GEF  
guidance for employment of forces

HR  
human resources

ICASS  
International Cooperative Administrative Support Services

ISSA  
inter-service support agreement

JOPES  
Joint Operation Planning and Execution System

SDDCR 570-4

LNO  
liaison officers

MIL  
military

MOA  
memorandum of agreement

MOU  
memorandum of understanding

NSDD  
National Security Decision Directive

POLAD  
political advisor

RC  
reserve component

SJA  
Staff Judge Advocate

TDA  
table of distribution and allowances

U.S.  
United States

USTRANSCOM  
U.S. Transportation Command

## **Section II**

### **Terms**

This section contains no entries

## **Section III**

### **Special Terms and Abbreviations**

This section contains no entries