CHAPTER 27

FIELD OPERATING AGENCIES (FOA) AND ARMY MANAGEMENT HEADQUARTERS ACTIVITIES (AMHA)

The objective or purpose of the Army is clearly articulated in title 10 of the United States Code.

It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of:

(1) preserving the peace and security and providing for the defense of the United States, the Territories, Commonwealths, and possessions and any areas occupied by the United States:

supporting the national policies;

(3) implementing the national objectives; and
(4) overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

Although these objectives have been stable over the years, the organizational environment has been extremely dynamic. Hence, the Army has undergone continuous change in order to meet its objectives. The Army of the United States must be organized, trained, and equipped to meet all threats over the entire continuum of hostility from terrorism through nuclear exchange. The most obvious display of the Army's organizational adaptability is the constant evolution of its tactical formations. Failure to adapt tactical organizations to new doctrine and equipment would result in a greatly reduced capability to counter the threat. Less obvious, but of equal importance is, the adaptability of the Army's management structure. The consequences of a failure to adapt the management organizations to accommodate the imperatives generated by our evolving organizational environment, although less apparent, would be just as harmful.

Congress, the Department of Defense (DOD), and the Army share the common goal of effective, efficient management organizations. The Goldwater-Nichols DOD Reorganization Act of 1986 established specific strength limitations on both the size of Headquarters, Department of the Army (HQDA), and lower level management headquarters, in titles V and VI respectively. Department of Defense Directive (DODD) 5100.73, Department of Defense Management Headquarters and Headquarters Support Activities, was first published 8 November 1973. It has been revised three times since then, in 1975, 1981, and most recently in 1985. The purpose of the directive is to establish a system to identify and manage the number and size of Management Headquarters and Headquarters Support activities in the Department of Defense. Army Regulation 570–8, Army Management Headquarters Activities (AMHA), published 4 November 1975, prescribes policies and assigns responsibilities for management of

resources allocated to Army management headquarters activities and defines management headquarters functions and identifies Army management headquarters activities that are to be managed. AR 570-8 has never been updated. Additional guidance is contained in Chief of Staff Regulation 5-4, Management of Army Staff Field Operating Agencies (FOA), dated 8 February 1984. This regulation is entirely devoted to managing FOA and establishing procedures for developing, processing, reviewing, revising, approving, and publishing tables of distribution and allowance (TDA) for FOA.

In 1972, a change in the manpower accounting system caused certain Class II activities (organizations reporting directly to HQDA, rather than the Continental Army Command) to be redesignated as either staff support agencies (SSA) or FOA. Most were designated SSA, only a few as FOA.

Since the CONUS Reorganization of the Army in 1973, the Army has explicitly attempted to separate management from operations. The premise being that certain organizations should concentrate their efforts on management, i.e., developing policy and guidance; long range planning; allocation of resources; and evaluating program performance; rather than day to day operations and near term decision making. Logically, it was believed that this scheme would both improve long range planning and permit smaller, more manageable headquarters. The proliferation of field operating agencies, within the Army's management structure, is an effect of the efforts to separate management and operations.

The Dictionary of United States Army Terms, AR 310-25, defines management headquarters, operation headquarters, staff support agency, and field operation agency as follows:

management headquarters: A headquarters primarily concerned with long-range planning, programming, and budgeting of resources; the development of policies and procedures and; coordination of effort, and evaluation, as opposed to the planning for, and direct control of operations.

operation headquarters: A headquarters primarily concerned with command and control of the execution of operational missions.

field operating agencies:* An agency under the supervision of Headquarters, Department of the Army, but not a major Army command or part of a major Army command, which has the primary mission of executing policy.

staff support agency:* An agency at Headquarters, Department of the Army, level which assists Headquarters, Department of the Army, and which would not exist in the

absence of Headquarters, Department of the Army. A staff support agency assists in the formulation of policies and procedures or provides necessary administrative and/or logistical support for Headquarters, Department of the Army.

*Note: Major Army commands have organizational counterparts to the HQDA staff support agencies and field operating agencies. These organizations are referred to as activities rather than agencies when subordinate to MACOM. The functions performed by the activities for the MACOM to which assigned are intended to be analogous to those of the agencies for HQDA.

Even a superficial review of the Army's attempt to manage management activities over the last fifteen years clearly indicates that the management of management headquarters and field operating agencies are recurring organizational problems. Chief of Staff Memorandum 74-10-27 addressed the realignment of FOA resulting from the CONUS reorganization of 1973. In 1977, the Secretary of Defense (SECDEF) directed a 25% reduction in the strengths of the Service headquarters. The bulk of the HQDA reduction was accomplished through the conversion of staff support agencies (SSA) to field operating agencies and similar actions. The manpower of FOA increased from 32,173 in FY 74 to 44,479 in FY 78. The vast majority of this increase is attributable to the transition to an all volunteer force. The United States Army Recruiting Command (USAREC) and the Military Entrance Processing Command (MEPCOM) account for 85% of the 12,306 space increase in FOA manpower. The remaining 15% are essentially attributable to the conversion of SSA to FOA. In 1979, the Secretary of the Army (SA) and Chief of Staff of the Army (CSA), faced with the prospect of continuing manpower constraints, required the HQDA principals to identify ARSTAF functions that could either be eliminated or reduced as an alternative to another across the board "salami slice" reduction. By 1981, fifty-three separate ARSTAF FOA could be identified. A review of FOA functions and missions was undertaken for the purpose of consolidating or eliminating FOA. In 1984, an increase of 127 spaces in FOA corresponded to a 5% reduction (160 space) in AMHA manpower. The 1987 reorganization of HQDA, required by the Goldwater-Nichols Act to comply with strength ceilings, was generally, accomplished by the creation of new FOA or the redistribution of manpower spaces from HQDA to existing FOA. The ROBUST Task Force identified 187 unit identification codes in its baseline (8909) data base (which excludes joint activities, such as MEPCOM), associated with field operating agencies. The Department of the Army Inspector General was tasked to do a special inspection of FOA concurrent with the ROBUST Task Forcer review of TDA. Recurring organizational problems are symptomatic of malorganization.

Another symptom of malorganization is the diversion of the attention of key people from central issues to peripheral or secondary problems. The Army leadership has had to devote time and energy annually since 1972 to the management of AMHA and FOA.

FOA and SSA exist at the major Army command (MACOM) level as well at HQDA. The difference in designation is that they are "activities" rather than "agencies" when subordinate to a MACOM. Management of these activities is inconsistent among MACOM. This is attributable to a lack of regulatory guidance, a lack of discipline in the Force Accounting System, a lack of doctrine concerning management head-quarters and the sustainment base, and a proliferation of new management requirements resulting from environmental changes (see Figure 27-1).

·	FIELD OPERATING	STAFF SUPPORT
	EXECUTES POLICY	FORMULATES POLICY
HQDA AGENCY	MAY OPERATE WITHOUT HODA	PROVIDES ADMIN/LOG SUPPORT FOR HQ
		EXISTS ONLY TO SUPPORT
·	EXECUTES POLICY	FORMULATES POLICY
MACOM ACTIVITY	MAY OPERATE WITHOUT MACOM	PROVIDES ADMIN/LOG SUPPORT FOR HQ
·		EXISTS ONLY TO SUPPORT HQ

Figure 27-1. Management of FOA and SSA

The ROBUST Task force asserts that the problems with the management system which was created to manage management headquarters and management headquarters activities are derived from problems stemming from definitions, a lack of simplicity and a lack of clarity.

The ROBUST Task Force has observed that existing definitions are inadequate. The definitions which are used for management headquarters and management headquarters activities in DODD 5100.73 are extensive. However, they are qualitative in

their character and require judgmental determinations, such as the percentage of an organization's manpower that is devoted to any of the thirty-two listed management functions. This requirement to quantify that which is essentially qualitative has resulted in an entire set of information management system requirements that have, to date, served to increase the complexity of the management of management headquarters.

FIELD OPERATING AGENCY:

A TDA organization which has the primary operational mission of executing policy, under the supervision of HQDA. It is not a MACOM or part of a MACOM. A field operating agency performs a unique or specialized mission; supports the entire Army; reports directly to a proponent ARSTAF or Secretariat directorate, but does not perform in a staff support role; and its mission would continue to exist in the absence of higher headquarters. A field operating agency may perform limited management support for, or incidental to, its operational mission.

FIELD OPERATING ACTIVITY:

A TDA organization which has the primary operational mission of executing policy, under the supervision of and reporting to a MACOM (or Major Army Subcommand). A field operating activity performs a unique or specialized mission; supports, as a minimum, the entire MACOM (or SubMacom), but does not perform in a staff support role; and its mission would continue to exist in the absence of higher head-quarters. A field operating activity may perform limited management support, for, or incidental to, its operational mission.

The existing management system is complex. AR 570-8 requires HQDA approval prior to any reorganization or realignment which involves the discontinuance or elimination of AMHA functions. It is ironic that the system designed to control the number and size of management headquarters requires compliance with an entire series of administrative, bureaucratic requirements before efficiencies can be initiated. There is little incentive for complying with the bureaucratic procedures contained in the regulation.

AR 570-8 has not been updated for thirteen years. One of the purposes of the regulation is the identification of Army management headquarters activities. These are listed in Appendix A of the regulation. Little imagination is required to accurately guess the accuracy of this listing. One of the major problems with FOA management is the fact that it is not clear which activities are FOA and which are not.

ARMY MANAGEMENT HEADQUARTERS ACTIVITIES (AMHs)

The ROBUST Task Force asserts that an appropriate HQDA response to this situation is less rather than more management. Management headquarter and manage-

ment headquarters activities should be managed as cost centers. HQDA should allocate resources, manpower and funds, to the management headquarters according to the activities for which they are responsible. The previous fifteen years bear adequate witness to the futility of attempting to develop a series of useful definitions that differentiate management from operations. In fact, operations is one of the thirty-two management functions listed in DODD 5100.73. HQDA should develop a plan to eliminate SSA and FOA. The functions that these organizations perform should either be transferred back to the management headquarters, without an increase in manpower, assigned to major subordinate commands, or assigned to functional centers (see Chapter 29).

Army Management Headquarters Activities (AMHA) are those activities which provide management or direct support to the programs and operations of the Army, its major military units, organizations, or agencies. This is a much simplified, paraphrased definition of AMHA from the DOD Directive 5100.73, dated January 7, 1985. The definition of AMHA has evolved from a simple definition in 1973 to a convoluted set of definitions and rules, which are difficult to understand or implement; from a basic definition which covered four functions to one that includes 32 functions.

The original purpose of the definition of management headquarters was to separate management and operational headquarters and establish a common system of accounting for management headquarters strength. By defining and accounting, the growth and proliferation of management headquarters could be monitored and managed. Thus, both Departmental and Congressional concerns and criticisms could be allayed. The definitions and rules, however, have not kept pace with the departmental reorganizations, such as those required under the Goldwater-Nichols Reorganization Act of 1986. The Army's implementing regulation is dated 1975, although it is currently under revision.

When the headquarters is targeted for a reduction, it is generally AMHA which is the target, not any particular function within the headquarters. This was true in the 1977 25% reduction mandated by OSD, as well as the 3% headquarters reduction Congressionally mandated in FY 84. AMHA is the instrument by which headquarters size is managed.

The list of AMHA contained in the DOD Directive gives the appearance of inconsistencies; all the MACOMs are listed, however, only two MACOMS – AMC and FORSCOM list major Subordinate Commands. Among the MACOMs, it is difficult to see the rationale for this designation. It could be argued that some of the AMC subordinate headquarters are operational in the management of production, while the subordinate headquarters are operational in the management of production.

dinate CONUSAs of FORSCOM are management headquarters, and have little impact on "operations."

Our review of the AMHA AMSCODEs identified that, excluding Defense and Joint activities, there are 17,168 authorizations in the AMHA (Annex B to this chapter).

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ANNEX A TO CHAPTER 27 LIST OF FIELD OPERATING AGENCIES and the second of the second o

ANNEX A

HQDA Field Operating Agencies

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	-		Auths	Auths	Auths	DHUS	DHFN	INFN
	CIR USA FIN AND ACCIG	AC	41.	0	74	2324	0	0
W4FXAA	AGY MIL POSTAL SVC	AG	0	0	3	27	0	0
WOZNAA	agy usa phys dsab	AG	18	0	7	35	0	0
M3XYAA	CTR USA TAGCEN	AG	0	0	0	6	0	0
WONTAA	AGY USA AUDIT	AU .	7	0	0	853	0	0
W/UBAA	ACT NAVAJO ARMY DEPOT	GB	15	11	108	0	0	0
W7TTAA	HQ GUAM TARC	GB	52	10	104	0	0	0
W7QZAA	ACT DISP EQUIP TNG	GB	2	1	58	0	0	0
W7TQAA	ACT DISP EQUIP TNG	GB	3	1	88	0	0	0
_	U NG TECHNICIAN	GB	0	0	0	28120	Ó	0
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	AGY NG INFO MGT	GB	0	ō	Õ	64	ō	ō
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-	HQ S-FACULTY USMA	MA	746	7	419	2099	ŏ	Ö
	IST USA OF MED DIS	MD	62	í	227	2033	0	0
	AGY USA HEALTH SUP	MD	97	ō	1	162	0	1
	USAMRU	MD	1				**	_
	LAB USA AEROMED RSCH	MD	23	0	2.	1 67	0	0
	IST ARMED FORCES PATH		23 50	1	. 43	67 226	0	. 0
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	LAB USA BIO MED	MD	42	0	42	187	0	0
	IST USA DENTL RSCH	MD	22	. 0	36	18	0	Ò
	ACT USAMMD	MD	25	0	0	38	. 0	0
	ELE USA J HIJH SVS	MD	8	0	4	28	0	0
	OMD USA MED R&D	MD	51	1	6	95	0	0
	FAC USA HEALTH	MD	19	1	0	11	0	0
	IST LETTERMAN RSCH	MD	27	, 0	· 82	84	0	0
	IST OF RSCH WRAMC	MD	146	1	229	407	0 -	0
	ACT SPEC FGN-WRAIR	MD	30	0	18	2	155	0
W03SAA	IST USA SURGL RSCH	MD	53	0	102	74	0	0
	IST USA ENV MED RSCH	MD	21	0	54	91	0	0
W4PZAA	ACT USAMRA	MD	2	0	0	91	0	0
WO5JAA	AGY USA MED MATERIEL	MD	22	7	21	153	0	0
AAXVEW	CIR AFMIC	MD	10	0	2	49	0	0
W3TDAA	LAB MED BIOENGR R&D	MD	13	0	14	88	0	0
WO61AA	ACT USA ENL ELIG	MP	1	0	1	24	0	Ö
W4S1AA	U USA MORTUARY-OAKLD	MP	0	0	2	6	0	ō
WOM4AA	CIR USA ENL RECSEVAL	MP	5	0	26	198	ō	ő
W4SQAA	LAB USA CI-HAWAII	MP	4	Ō	24	13	ō	ŏ
	CIR USA MIL PERS	MP	415	18	438	1337	Ö	ŏ
W4GBAA	ACT USA PAA ST LOUIS	MP	1	0	6	0	Ŏ	Ö
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W37PAA HQ US MEPCOM CENTRAL	PC	_. 5	0	11	28	0	0
WZADAA STA MEPS SALIT	PC	1	0	7	14	0	0
W4 <u>ELAA STA MEP</u> S SAN DIEGO	PC	2	0	6	17	Q	0
W37QAA HQ US MEPCOM EAS	PC	5	0	11	30	0	0
WZAEAA STA MEPS FRES	PC	2	0	6	17	0	0
W4X7AA MEPS	PC	2	0	18	19	0	0
WZAHAA STA MEPS PHOE	PC	2	. 0	10	23	0	0
WZACAA STA MEPS BUTTS	PC	2	0	4	14	0	0
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WO6VAA BDE 4TH REC(MW)	RC	14	ŏ	25	46	ŏ	Ö
WOGWAA BDE 6TH REC(W)	RC	14	· ŏ	20	45	ŏ	ŏ
WITNAA EN USAREC LOUISV	RC	8	ŏ	108	12	ō	ŏ
WO6QAA HQ USA RCTG CMD	RC	115	2	203	243	. 0	ŏ
W183AA EN USAREC LITTL RCK	RC	8	ō	110	12	Ö	ŏ
W198AA EN USAREC PHOENIX	RC	7	ō	124	11	ŏ	ŏ
W182AA EN USAREC DALLAS	RC	11	ō	155	. 15	ō	ŏ
W17KAA EN USAREC BECKLE	RC	7	ŏ	87	10	Ŏ	Ö
W17VAA EN USAREC SYRACU	RC	12	ŏ	165	16	ő	Ö
W18QAA EN USAREC RALEIGH	RC	7	ŏ	90	11	ő	o o
W17UAA EN USAREC RICHMD	RC	7	ŏ	105	12	ŏ	ŏ
WISNAA EN USAREC MONTGO	RC	9	ŏ	114	12	Ŏ	ŏ
W17PAA EN USAREC FT MONTH	RC	10	ō	115	13	ŏ	ŏ
Wisiaa en Usarec Atlanta	RC	10	ŏ	122	13	ŏ	ŏ
W17QAA EN USAREC LI	RC	10	Ö	147	14	ŏ	ŏ
W185AA EN USAREC OKLA CTY	RC	. 9	ŏ	105	14	Ö	ŏ
W17TAA EN USAREC CONCOR	RC	7	Ö	80	13	Ö	ŏ
W184AA EN USAREC N ORLEANS	RC	7	ŏ	90	11	Ö	ŏ
W17SAA EN USAREC PITISERG	RC	11	Ö	178	15	. 0	ő
W3MSAA EN USAREC CLEVELND	RC	11	Ö	182	15	ŏ	ő
WIMOAA EN USAREC COLUMBIA	RC	8	Õ	99	13	Ö	Ö
W3MTAA EN USAREC HOUSTON	RC	9	Ŏ	130	13	Ö	ő
W3MYAA EN USAREC JACKSON	RC	10	Ŏ	115	15	ŏ	ő
WITRAA EN USAREC PHILAD	RC	11	Ö	162	15	Ö	Ö
W3MUAA EN USAREC ALBUQU	RC	7	Õ	96	12	Ô	0
W3M0AA EN USAREC CINCINNATI	RC	7 ·	Ö	106	15	Ö	Ö
W134AA EN USA REC HONOLU	RC	6	Ö	62	10	ŏ	ŏ
W3M1AA EN USAREC PEORIA	RC	10	Ö	148	14	Ŏ	ŏ
W196AA EN USAREC L ANGEL	RC	13	ŏ	233	14	Ö	ő
W3M2AA EN USAREC ALBANY	RC	7	Ŏ	81	13	Ö	o
· · · · · · · · · · · · · · · · · · ·		•	•			~	•

Wlemaa en usarec jacken	RC	9	0	153	15	0	0
W3M3AA EN USAREC MIAMI	RC	8	0	132	12	Ō	0
WO6TAA BDE 2ND REC(SE)	RC	18	0	21	44	0	0
W3MPAA EN USAREC LANSING	RC	12	0	164	14	0	0
W3MEAA EN USAREC N HEAVEN	RC	9	0	107	13	Ò	0
WOGMAA CIR USAREC SUPPORT	RC	4	0	59	13	ō	Ō
W18PAA EN USAREC NASHVLE	RC	9	o	108	12	ā	Ō
W186AA EN USAREC S ANTONIO	RC	11	ō	118	13	Õ	ō
W3MVAA EN USAREC CHARLOTTE	RC	7	ō	90	12	ŏ	ŏ
W197AA EN USAREC S FRANSCIO	RC	10	ō	141	13	ő	ŏ
W3MFAA EN USAREC HARRISERG	RC	11	ō	164	15	ő	Ö
WO6SAA BN REC BALT-WASH	RC	12	ŏ	206	14	Ö	0
WBMKAA EN USAREC SACRAMIO	RC	īī	ō	162	12	ŏ	ŏ
W4T8AA HQ STR DEF CMD	SC	145	2	25	1087	. 0	Ö
W336AA BD DA MIL REV	SF	27	ō	25 26	106	0	0
WIETAA SCH USA TUAG	SF	41	1	· 10	40	. 0	-
WIYNAA OFC EMPL PLCY/GRV REV		0	ō			-	0
WOKEAA AGY USA LEGAL SERVICE		=		0	15	0	. 0
WSYDAA CIRUSA THREAT ANAL		367 112	1	10	136	.0	0
	SF	113	24	163	270	0	2
W4CHAA AGY USA CONG CORRES	SF	. 8	0	3	26	0	0
W384AA GRP USA RSCH ASSOC	SF	10	0	0	0	0	0
W4CMAA DET DA CIVINGEDUC DEV		20	0	0	4562	0	0
W3AFAA AGY CIV APPELLATE REV		0	. 0	0	70	0	. 0
W3Y4AA CIR USA CIV PERS	SF	. 0	0	.0	170	0	0
W3YUAA CIR USA MIL HIST	SF	7	0	3	96	0	0
W39SAA AGY USA SCTY ASST LA	SF	8 -	0	3	7	0	0
W280AA U USA MH RSCH CO	SF	. 3	0	3	35	0 .	0
W3Q2AA AGY USA OT AND EVAL	SF	112	0	2	116	0	0
W4CPAA AGY EEOAA	SF	0	0	0 .	6	0	0
WOKCAA OFC CHIEF PA LA	SF	3	0	1	2	0	0
W4DSAA ACTUSADRUGALCOHOLTECH	SF	5	0	2	10	0	0
WOJDAA ACT EARA	SF	0	0	0	49	o	0
W34ZAA AGY PGM MGT SYS DEV	SF	0	0	0-	10	Ō	ō
WOKPAA CIRUSA FRON SCI	SF	31	0	8	495	ō	ō
WOJTAA CTR USA SAFETY	SF	40	11	17	118	ō	ō
WOJSAA GRP USANCA	SF	26	0	2	24	ŏ	ō
WOKFAA OFC USA CLAIMS SVC	SF	13	ì	· - 6	80	Ö	Ö
W31XAA DET USA INTEL OP	SF	21	ī	7	32	ŏ	ŏ
W303AA AGY USA IG	SF	118	2	4	72	Ŏ	ő
W4GQAA AGYUSA MIL POLICE OPE		9	ō	i	7	Ö	ő
WOKDAA ER NY-OFC CH PA	SF	ž	ŏ	ī	í	0	
WZVNAA AGY USA LOG EVAL	SF	25	Ö	5	137	0	0
WAJTAA CO ARMY BRDCST SVC	SF	10	ő			-	0
WAKBAA AGY DEN SYS MET	SF	45	0	336 0	86 7	37	65
WZUSAA AGY USA MSL INTEL	SF	16	Ö			0	0
W4LJAA AGYUSARMARDA	SF	5	-	0	433	0	0
W4MOAA CIRUSAPERCENN			0	30	101	0	0
WZH6AA SCH USA WAR COLLEGE	SF SF	31	0	46	1147	0	0
W241AA AGY COMD&CON SPT		114	0	52	183	Ō	0
	SF	15	0	58	32	0	0
WAMRAA OO USA DEVSEMPL AGY	SF	10	0	0	10	0	0
WAMXAA AGY CMD SYS INT	SF	44	1	7	41	0	0
W3WCAA AGY CONCEPT ANALYSIS	SF	93	0	10	160	0	0
W4VUAA AGYUSA SPECIAL OPS	SF	41	0	4	11	0	0
W049AA IST USARIBSS	SF	17	0	0	313	0	0
W4PCAA AGY USA FORCE DEV SPT		2	0	1	69	0	0
	SF	1	0	0	37	0	0
	SF	4	0	0	30	0	Õ.
W4ZTAA AGYSTUDY PGM NGT	SF	, 3	0	0	8	Õ	0
WOGNAA U USA CMD INFO	SF	15	0	18 [.]	31	ō	ō
					- -	-	_

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	W4PTAA CTR COST & ECON ANA	SF	6	0	O	117	0	^
	W4QSAA AGY USA CONT SPT	SF	11	ň	Ö	52	0	Ô
`	Wiesaa sch usma prep	SF	15	ō	27	23	ñ	õ
	W062AA BD US ARMY CHAPLIN	SF	7	Õ	1	6	ŏ	0
	W4XQAA AGYUSA SPACE	SP	34	Õ	3	4	Ö	Õ
	W4X9AA AGYUSA CHEM DEMIL	SF	i	ō	. 0	5	û	Õ
	W4TKAA AGYUSARMY COMM ACTS	SF	2	ō	ō	6	Õ	ŏ
	W4QPAA AGY USA INTEL	SF	9	Õ	5	25	õ	ŏ
	WARHAA CIR USA COMM FAM	SF	23	ō	12	120	3	Õ
	WO6PAA U USA HOMETOWN	SF	2	Ô	18	14	õ	ō
	W4XCAA AGYUSA P&O INFO SPT	SF	3	0	0	10	ō	Ö
	W4XFAA AGYUSA INFO MGT SUPRT	SF	. 7	0	5	79	Õ	Ō
	W4XGAA AGYUSA FUB&PRINTING	SF	13	0	17	499	Ö	Ō
	W3P8AA AGY USA TROOP SUPPORT	TS	33	1	26	390	o	0
	W4XAAA U FAR EAST DIST COM	TS	3	0	21	105	201	54
	W4XBAA U PANAMA DIST COMM	TS	1	0	8	24	229	0
	W4BDAA DET COMSY DHARAN	TS	0	0	1	0	2	0
	W4H4AA U USA COMM CAIRO	TS	1	0	2	. 0	0	0
•	W373AA OFC USATSA EUROPE FLD	TS	. 7	1	114	1082	68	1179
	W4LHAA DETUSA COMSKY RIYADH	TS	1	0	1	0	2	0
	W36ZAA OFC USATSA MIDWEST	TS	1	0	6	1634	0	0
	W4W9AA U FT BUCHNN COMM	TS	0.	0	2	95	0	0
	W36YAA OFC SATS NORTHEASTERN	TS	1	0	2	1667	0	0
•	W36XAA OFC USATSA SOUTHEAST	TS	1	0	8	1817	0.	. 0
	W360AA OFC USATSA WESTERN	IS	2	0	5	1075	0	0
	*** Total ***							
			4780	111	12012	59991	697	1310
,							•	
{								-
•			•					

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ANNEX B TO CHAPTER 27
AMHA MANPOWER AUTHORIZATION BY MACOM

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL	AGG	CIV	AGG	UIC
** LOCATION DOVER AFB		ı					
* MACOM X3 W2EW ACT SURETY FIELD * Subsubtotal *	lde	722898D000		3		6	W2EWAA
	•			3		6	
** Subtotal **		•		3		6	
** LOCATION ADELPHI		•					
* MACOM XD W262 CMD HQ LABCOM	1MD	665898M600		15		121	W262AA
* Subsubtotal *							
** Subtotal **		•					
	•			15		121	
** LOCATION FT DETRCK		•					
* MACOM MD W03J CMD USA MED R&D W05J AGY USA MED MATERIEL				58 2			WO3JAA WO5JAA
* Subsubtotal *		•		60		96	
** Subtotal **				60		96	
** LOCATION FT MONMTH		·				30	
* MACOM X8	•						
W4GV OFC HQ CECOM W4GV OFC HQ CECOM		722898L000 951298HA00		34 0			W4GVAA W4GVAA
* Subsubtotal *	·	٠		34		218	
** Subtotal **							
				34		218	
** LOCATION LETTERKNY							
* MACOM XW W39Q HQ USA DESCOM * Subsubtotal *	1PA	722898Q000		16		140	W39QAA
				16		140	
** Subtotal **				16		140	

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL AGG	CIV AGG	UIC
** LOCATION FT MONROE					
* MACOM TC W3YT HQ USA TRADOC W3YT HQ USA TRADOC W3YT HQ USA TRADOC * Subsubtotal *	1VA 1VA 1VA	*930980000 951298MA00 8157980000	3 502	756	W3YTAA W3YTAA W3YTAA
** Subtotal **	-		505 505	761 761	
** LOCATION RADFORD			505	761	
* MACOM CZ WOLA ACT USARD&A INFO SYS * Subsubtotal *	1VA	3939980000	11	98	WOLAAA
** Subtotal **			11	98	
-			11.	98	
** LOCATION REDSTONEA				•	•
* MACOM X6 WOH9 CMD HQ MICOM * Subsubtotal *	2AL	722898RA00	26	321	WOH9AA
** Subtotal **		•	26	321	
** LOCATION FT GILLEM			26	321	
* MACOM FC					
W3NQ HQ SECOND US ARMY W3NQ HQ SECOND US ARMY W3NQ HQ SECOND US ARMY	2GA 2GA 2GA	538998LA00 539998LD00 539998LA00	0 10 129	12	W3NQAA W3NQAA W3NQAA
* Subsubtotal * ** Subtotal **			139	202	
an Descotat ww			139	202	
** LOCATION FT MCPRSN					
* MACOM FC W3YB HQ USA FORSCOM W3YB HQ USA FORSCOM 0003 AUGHQ 3D US ARMY * Subsubtotal *	2GA 2GA 2GA	9512986100 2026980000 2026980000	3 485 0	1030 51	W3YBAA W3YBAA WATG98
•			488	1083	

UNIT DESCRIPTION	LOCATION	AMSCODE	MIL	AGG	CIV	AGG	UIC
** Subtotal **				488	1	083	
** LOCATION FT SHERDN							
* MACOM FC WOG1 HQ FOURTH US ARMY WOG1 HQ FOURTH US ARMY WOG1 HQ FOURTH US ARMY * Subsubtotal *	4IL	538998NA00 539998ND00 539998NA00		8 123		14	WOG1AA WOG1AA WOG1AA
* MACOM RC W06Q HQ USA RCTG CMD * Subsubtotal *	4IL	8717980000		202		226	W06QAA
** Subtotal **		•		202		226	
** LOCATION ROCK ISLD				333	,	437	
* MACOM X3 WOV4 ACT AMC I & SA * Subsubtotal *	4IL	722898C000		2		105 105	WOV4AA
·		722898KA00 951298GA00		41 0 41			W4MMAA W4MMAA
				43		564	
** LOCATION CHARLSTWN							
* MACOM X3 WOKZ ACT FIELD SAFETY * Subsubtotal *	4IN	722898B000		0		34	WOKZAA
** Subtotal **				0		34	
				0		34	
** LOCATION INDIANPLS							
* MACOM FC W3DW FTSUSAR FTS 123ARCOM	4IN	539998K000		1		0	W3 DWAA

UNIT DESCRIPTION	LOCATION	AMSCODE	MIL AGG	CIV AGG	UIC
* Subsubtotal *			_	_	
** Subtotal **			1	0	
			1	0	
** LOCATION DETROIT A	•				
* MACOM X7					
W4GG HQ TACOM W4GG HQ TACOM	4MI 4MI	722898M000 951298IA00	32 0		W4GGAA W4GGAA
* Subsubtotal *		•	32	263	
** Subtotal **				•	
			32	263	
** LOCATION ST LOUIS		•			
* MACOM XB WOY6 HQ AVSCOM	5MQ	722898N000	21	206	WOY6AA
WOY6 HQ AVSCOM		951298JA00	0		WOYGAA
* Subsubtotal *	•		21	209	
* MACOM XR					
W05X HQ TROSCOM * Subsubtotal *	5MO	722898P000	10	122	W05XAA
			10	122	
** Subtotal **	•		31	331	
** LOCATION FT S HOUS	÷	•			
* MACOM FC					
WOGO HQ FIFTH US ARMY		539998PD00	6	16	WOGOAA
WOGO HQ FIFTH US ARMY WOGO HQ FIFTH US ARMY	5TX 5TX	538998PA00 539998PA00	0 115		WOGOAA WOGOAA
* Subsubtotal *			121		
+ V3 COV V3			121	195	
* MACOM HS W3VY HQ USA HLTH SVCS COMD		8477980000	175	296	W3VYAA
W3VY HQ USA HLTH SVCS COMD * Subsubtotal *		951298BA00	0		MAYVAA
** Subtotal **			175	298	
Jupocal			296	493	

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL A	AGG	CIV	AGG	UIC
** LOCATION FT HUACHA							
* MACOM CZ W4NH HQ USAISC W4NH HQ USAISC * Subsubtotal *	6AZ 6AZ	951298LA00 3939980000		0 85		651	W4NHAA W4NHAA
** Subtotal **				85 85		652 652	
** LOCATION PRES S FR							
* MACOM FC WOG2 HQ SIXTH US ARMY * Subsubtotal * ** Subtotal **	6CA 6CA 6CA	538998QA00 539998QA00 539998QD00 539998Q000	. 1	0 133 4 0 137		165 24	WOG2AA WOG2AA WOG2AA WOG2AA
** LOCATION FT MCNAIR							•
* MACOM MW WOGV HQ USA MDW WOGV HQ USA MDW * Subsubtotal *	7DC 7DC	951298D000 952498A000		0 78 78			WOGVAA WOGVAA
Smroral				78		76	
** LOCATION WASH/FORS							
* MACOM CE WOJV GRP USA ENGR COMD SPT WOJV GRP USA ENGR COMD SPT * Subsubtotal *		7228980000 9527980000		0 18	÷		WOJVAA WOJVAA
* MACOM CS WOOM OFC CHIEF ENGINEERS * Subsubtotal *	7DC	9523982000		25		76	WOOMAA
** Subtotal **				25		76	
				43		342	

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL	AGG	CIV	AGG	UIC
** LOCATION BETHESDA							
* MACOM SF W3WC AGY CONCEPT ANALYSIS * Subsubtotal *	7MD	2081980000		103		160	W3WCAA
** Subtotal **			•	103		160	
				103	·	160	
** LOCATION ALEXNDRIA							
* MACOM X2 WOGW HQ AMC WOGW HQ AMC	7VA 7VA	722898A000 951298F000		203	נ		WOGWAA WOGWAA
* Subsubtotal *				203	•	.650	
+ WACOW YZ	•			203	.1	.650	
* MACOM X3 W2GJ ACT USAAMC IG * Subsubtotal *	7VA	722898E000		24		52	W2GJAA
** Subtotal **			•	24		52	
3.23.53.53		•		227	1	702	
** LOCATION ARL HALL							
* MACOM AS W00Y HQ INSCOM * Subsubtotal *	7VA	3939980000		11		29	WOOYAA
** Subtotal **				11		29	
an Subcocar **				11		29	
** LOCATION BAILEY CR							
* MACOM CB							
W3KP HQ USACIDC * Subsubtotal *	7VA	9525980000		98		72	W3KPAA
· · · · · · · · · · · · · · · · · · ·				98		72	
* MACOM MT WOQF HQ MTMC * Subsubtotal *	7VA	7280980000		41		261	WOQFAA
- oansancocal -				41		261	
* MACOM SF WOKE AGY USA LEGAL SERVICE	7VA	952398V000		21		11	WOKEAA

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL AGG	CIV AGG	UIC
* Subsubtotal *					
** Subtotal **			21	11	
our Subcocar w			160	344	
** LOCATION PENTAGON					•
LOCATION FEMIAGON		•			
* MACOM CS			_	_	
WOZ6 OFC OF THE IG	7VA 7VA	9523980000	5		WOZGAA
WOOQ OFC NAT GUARD BUR 'WOZ4 OFC CHIEF RES	7VA 7VA	5398980000 539998A000	3 32		WOOQAA WOZ4AA
WOZZ OFC DCS PERSONNEL		952398N000	127		WOZZAA
WOZU OFC CHIEF OF STAFF	7VA	952398L000	110		WOZUAA
WOZU OFC CHIEF OF STAFF	7VA	9523980000	1		WOZUAA
WOOC OFC CHIEF CHAPLAIN	7VA	952398X000	14	21	WOOCAA
WOZ7 OFC J ADVOCATE GEN	7VA	952398V000	52	35	WOZ7AA
WOZ3 OFC DCS LOGISTICS	7VA	9523985000	117		WOZ3AA
WOZ2 OFC DCSOPS & PLANS	7VA	952398R000	354		WOZ2AA
WOOL OFC SURGEON GEN WOZI OFC DCS INTEL	7VA	9523984000	69		WOOLAA
* Subsubtotal *	7VA	952398T000	77	94	WOZIAA
- Subsubcocal -			961	1067	
. 113.001.00					
* MACOM CZ WISE AGY USAISC PENTAGON	7VA	3939980000	109	225	WISEAA
* Subsubtotal *	/VA	333330000	109	233	WISCAA
babababaa a			109	- 235	
* MACOM.MW					
W3YY ACT DA SUPPORT	7VA	952498B000	4	2	W3YYAA
* Subsubtotal *			_	_	
			4	2	•
* MACOM SA					
WOOF OFC SAOUSA	7VA	952398B000	8	, 21	WOOFAA
WOOE OFC SAOSA	7VA	952398A000	7		WOOEAA
WOOS OFC ASA (MRA)	7VA	952398E000	13		WOOSAA
WOOG OFC SAOUSA (FM)	7VA	952398D000	41		WOOGAA
WOOF OFC SAOUSA	7VA	952398L000	0		WOOFAA
W1BO OFC SAOASA(RDA)	7VA	952398G000	69		WIBOAA
WOOS OFC ASA (MRA)	7VA	952398N000	0		WOOSAA
	7VA	952398A000	24		W1BZAA
W1B2 OFC CH OF FUB AFFAIRS W1B0 OFC SAOASA(RDA)	7VA 7VA	952398Y000 952398Q000	0 19		W1BZAA W1BOAA
W1YS OFC ADMIN ASST	7VA	952398U000	4		WIYSAA
WIYS OFC ADMIN ASST	7VA	952398K000	2		WIYSAA
W1YS OFC ADMIN ASST	7VA	9523981000	ĩ	_	Wlysaa
W1YJ OFC RESOURCES MGT	7VA	952398K000	3	15	Wlyjaa
W1YM OFC GEN COUNSEL	7VA	952398G000	14	26·	Wlymaa

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL AGG	CIV AGG	UIC
W1YS OFC ADMIN ASST W1BY OFC LEGISLTVE LSN W3X7 U GENERAL OFF MESS W4P0 OFCOASA(IL) W4ZU OFCAUDITOR GENERAL W4P0 OFCOASA(IL) W3X7 U GENERAL OFF MESS W31S OFC CIVIL WORKS W4EB SML DISAD BUS UTIL * Subsubtotal *	7VA 7VA 7VA 7VA 7VA 7VA 7VA 7VA	952398J000 952398H000 952498E000 952398D000 952398L000 952398E000 952398E000 952398AA00	Ō	27 0 26 1 3 0 21 5	W1YSAA W1BYAA W3X7AA W4POAA W4ZUAA W4POAA W3X7AA W31SAA W4EBAA
			•	•	
* MACOM SF W241 AGY COMD&CON SPT W31X DET USA INTEL OP * Subsubtotal *	7VA 7VA	3932980000 952398T000	73 9	13	W241AA W31XAA
** Subtotal **			82	45	
2 23 03 032			1420	1904	
** LOCATION HEIDELBG		•			
* MACOM CZ W31L AGY CMD CTL SPT * Subsubtotal *	GΕ	3932980000	66 66	15 15	W31LAA
·					
* MACOM E1 WOAN HQ USAREUR & 7TH A WOAN HQ USAREUR & 7TH A * Subsubtotal *	GE GE	9512987100 2023981000	477	659	WOANAA WOANAA
** Subtotal **	•		480	676	
Subcocal			546	691	
** LOCATION FT SHAFTR			ŧ		
* MACOM P1 W32F HQ USA WESTERN CM W32F HQ USA WESTERN CM * Subsubtotal *	HI HI	2024980000 951298AA00	0	3	W32FAA W32FAA
** Subtotal **			119	231	
			119	231	

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UNIT DESCRIPTION	LOCATION	AMSCODE	MIL .	AGG	CIV	AGG	UIC
** LOCATION CP ZAMA							
* MACOM P3 WOAT HQ USARJ WOAT HQ USARJ * Subsubtotal *	JA JA	2024980000 951298SA00		24			WOATAA WOATAA
				25		180	
** Subtotal **				25		180	
** LOCATION YONG SAN							
* MACOM P8 0008 AUG HQ HHC ARMY 0008 AUG HQ HHC ARMY * Subsubtotal *	KS KS	2024980000 951298TA00	·	0			WATM99 WATM99
•				0		267	
** Subtotal **				0		267	
** LOCATION FT CLAYTN			•				
* MACOM SU WOAL HQ US ARMY SOUTH * Subsubtotal *	PM	2025980000	;	120	•	119	WOALAA
** Subtotal **			:	120		119	
			:	120		119	
*** Total ***			5:	107	12	061	