

11 December 2009

Foreign Countries and Nationals
Conduct of Government Liaison Activities in German States

*This regulation supersedes AE Regulation 550-140, 20 August 2009.

For the Commander:

MARK A. BELLINI
Brigadier General, GS
Acting Chief of Staff

Official:



DWAYNE J. VIERGUTZ
Chief, Army in Europe
Document Management

Summary. This regulation prescribes policy and procedures for coordinating relations and activities with host-nation officials in Germany, primarily at the *Land* (State) level.

Summary of Change. This revision updates organizational designations and office symbols throughout.

Applicability. This regulation applies to—

- HQ USAREUR, USAREUR major subordinate and specialized commands (AE Reg 10-5, app A), and IMCOM-Europe.
- U.S. military forces as defined by the NATO Status of Forces Agreement and Supplementary Agreement for Germany.
- U.S. military elements outside Germany that require contact with German officials at any level.

Supplementation. Organizations will not supplement this regulation without USAREUR G3 (AEAGC-OMI) approval.

Forms. AE and higher level forms are available through the Army in Europe Publishing System (AEPUBS).

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this regulation is the USAREUR G3 (AEAGC-OMI, DSN 370-7162). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR G3 (AEAGC-OMI), Unit 29351, APO AE 09014-9351.

Distribution. D (AEPUBS).

CONTENTS

1. Purpose
2. References
3. Explanation of Abbreviations and Terms
4. Policy
5. Responsibilities
6. USFLO Duties
7. Supported Commanders
8. Logistic Support

Appendixes

- A. References
- B. U.S. Forces Liaison and Government-Relations Offices in Germany
- C. Host-Nation Notification Procedures

Table

- C-1. Official Notification Procedures

Figure

- C-1. Host-Nation Notification Processes

Glossary

1. PURPOSE

a. The success of U.S. national policy in Europe and the accomplishment of U.S. Army missions depend on an effective working relationship with the German Government.

b. The CG, USAREUR, has appointed United States Forces liaison officers (USFLOs) to—

(1) Maintain positive relationships at the *Land* (State) level according to cooperation and liaison requirements in Article 3 of the Supplementary Agreement to the NATO Status of Forces Agreement (SA NATO SOFA), as well as with respective U.S. consulates.

(2) Accomplish at the *Land* level the duties associated with the CG, USAREUR, role as the—

(a) Lead for coordinating, justifying, and facilitating negotiating with appropriate German civil and military authorities the requirements of other U.S. activities for facilities, labor, real estate, services, and supplies from Germany. These requirements must not conflict with AE Regulation 1-3.

(b) Lead for discussions with the German Government on matters related to German-granted rights, privileges, and immunities that affect the U.S. Forces, its members, members of the civilian component, and Family members.

(3) Help implement and ensure compliance with the requirements of the NATO SOFA and SA (except for responsibilities assigned to other agencies by AE Reg 550-56) and other duties delegated by the Commander, United States European Command (CDRUSEUCOM), in (2)(a) through (b) above.

2. REFERENCES

Appendix A lists references.

3. EXPLANATION OF ABBREVIATIONS AND TERMS

The glossary defines abbreviations and terms.

4. POLICY

a. USFLOs serve as a liaison for communication between the U.S. Forces and German officials within their area of responsibility. U.S. Forces commanders and staff officers will coordinate with the appropriate USFLO before communicating with German Government officials or agencies within the *Land* (except for legal-liaison matters for which the local or *Land* legal liaison authority (LLA) is responsible according to AE Reg 550-56). USFLOs will coordinate and send necessary communications to appropriate *Land* or other Government officials, make required arrangements, and assist with subsequent discussions as necessary.

b. Unit public affairs officers (PAOs), Government relations advisers (GRAs), and other unit representatives who are contacted for other than media or community-relations issues by *Land* or Federal officials operating within the *Land* must refer those officials to the appropriate USFLO. The unit PAO, GRA, or other official is also required to notify the appropriate USFLO that such contact occurred.

c. U.S. Forces units must give a copy of correspondence or other form of information to USFLOs when direct contact is made with a German Government agency on a subject that could have a significant political effect on relationships with a *Land*.

d. Correspondence received through a USFLO from a German *Land*-level Government agency must be answered in coordination with the appropriate USFLO and the affected units and agencies.

e. USFLOs will provide routine liaison support as specified in this regulation. On request, USFLOs will assist U.S. Forces agencies responsible for their own direct liaison in the following areas:

(1) All activities involving substantive agreements, negotiations, or policy change. These activities must be conducted according to applicable regulations (including AE Reg 1-3).

(2) Customs.

(3) Intelligence, terrorist and criminal incidents, and security-liaison activities.

(4) Law enforcement.

(5) Liaison on foreign criminal jurisdictional procedures when requested to do so by the local or *Land* LLA listed in AE Regulation 550-56.

(6) Media and community-relations activities.

f. The requirement to send communications through USFLOs does not apply to contracting activities (for example, real estate, repair and maintenance, supply and services) or other activities that the U.S. Forces normally conduct directly with German Government authorities (for example, those covered by AE Reg 1-3, AE Reg 200-1, AE Reg 360-1, AE Reg 360-90, and AE Reg 550-56).

(1) USFLOs must be kept informed of available information on German Government-agency matters in which they have a representational interest.

(2) Government liaison elements at all levels of command must—

(a) Serve as the POC for coordinating actions on matters of concern to German district (*Regierungsbezirk*) and lower level Governments. (Rheinland-Pfalz does not have regional Government districts below the *Land* level.)

(b) Be kept informed of contacts made by other U.S. Forces.

g. Only the CG, USAREUR, and DCG, USAREUR, may authorize an exception to the policy in this regulation.

5. RESPONSIBILITIES

USEUCOM Directive 56-4 establishes responsibilities for contacts between U.S. Forces elements and the German Government and its subordinate agencies.

a. The CG, USAREUR, will provide the principal military contact between U.S. Forces elements and German *Land* Government agencies, except for responsibilities reserved for or specifically assigned to the following:

(1) CDRUSEUCOM.

(2) CNE-C6F.

(3) Commander, USAFE.

b. The USAREUR G3 is responsible for—

(1) General supervision of USFLO operations. USFLOs are assigned to the International Operations Division (IOD), Office of the Deputy Chief of Staff, G3, HQ USAREUR.

(2) Ensuring information is provided to USFLOs on plans or developments expected to significantly affect relations between the U.S. Forces and Germany.

c. IMCOM-Europe, IMCOM-Europe region installation support teams, and the Host Nation Liaison Field Operating Activity, through the appropriate USFLO, will perform—

(1) *Land*-level duties associated with the role of the Director, IMCOM-Europe, as the—

(a) Environmental executive agent for Germany.

(b) Proponent for U.S.-host nation environmental workgroups established at the Federal level (U.S.-German Committee for Environmental Protection) and at the *Land* level (joint environmental workgroups in Baden-Württemberg, Bayern, Hessen, and Rheinland-Pfalz).

(2) Federal-level duties associated with real estate lead-service responsibilities.

d. USFLOs will give advice and recommendations on political-military matters and conduct official liaison with *Land* Governments.

e. Appendix B lists U.S. Forces liaison and Government-relations offices responsible for liaison at the local (*Kreis*, *Stadt*, and *Gemeinde*) and district (*Regierungsbezirk*) levels of German Government.

f. Appendix C prescribes host-nation notification procedures.

6. USFLO DUTIES

a. State Representation. In their assigned *Land*, USFLOs represent—

(1) USAREUR for contacts with *Land* minister presidents, *Land* Government officials, and heads of German Federal agencies operating at the *Land* level (including German territorial military agencies).

(2) USAREUR at official and semiofficial functions when directed or required.

(3) When requested, USEUCOM for contacts with *Land* minister presidents, *Land* Government officials, and heads of German Federal agencies operating at the *Land* level (including German regional military agencies).

b. U.S. Forces POC. USFLOs will be the primary POC between the U.S. Forces and *Land*-level Government elements (except when other U.S. Forces agencies have been authorized direct contact with these officials (para 4e)). In matters of primary concern to—

(1) USAREUR, the USFLO will act for and be responsible to the CG, USAREUR, and designated representatives.

(2) USEUCOM, the USFLO will act for and be responsible to the Deputy Commander, USEUCOM, and designated representatives.

c. Hunting and Fishing Support. In cooperation with the Family and Morale, Welfare, and Recreation (FMWR) Forward Functional Support Team (FFST), HQ IMCOM, USFLOs will represent USAREUR and IMCOM-Europe on *Land*-level hunting and fishing committees. USFLOs will inform U.S. Forces authorities on activities resulting from periodic meetings.

d. Executive Secretary Duties. USFLOs will act as the U.S. Forces executive secretary on councils and committees formed by the senior U.S. commander and senior officials of the *Land* Governments concerned. Responsibilities include arranging, coordinating, and moderating other committee meetings and conferences among the staffs of U.S. commanders, elected and appointed *Land* officials, and German Federal Government officials operating at the *Land* level.

e. Advisory Duties. USFLOs will advise the CG, USAREUR; other U.S. Forces commanders (including USEUCOM commanders); and key U.S. Government civilians on procedures and negotiations with *Land* officials or German Federal Government officials operating at the *Land* level in connection with *Land* Government interactions. The USFLO will advise and provide information (except for elements outlined in para 1b(3)) regarding—

- (1) Background material.
- (2) Biographical data on German officials.
- (3) Government structures.
- (4) Protocol matters.
- (5) Special procedures to be followed.
- (6) Other related matters.

f. Political Development Observation. USFLOs will—

(1) Observe political developments in *Land* Governments that directly or indirectly affect the U.S. Forces.

(2) Inform the CG, USAREUR (through the IOD), of political developments that may affect relations between the U.S. Forces and Germany.

g. Maneuver Notification. According to applicable directives and procedures, including AE Regulation 350-22, USFLOs will—

- (1) Analyze, coordinate, and verify the adequacy of maneuver notifications.
- (2) Submit maneuver notifications to the appropriate German Government agencies.
- (3) Provide information copies of maneuver-coordination actions to the responsible German military-district administration.

h. German-American Relations. USFLOs will coordinate through the IOD matters affecting German-American relations with heads of HQ USAREUR staff offices and commanders of units in their assigned *Land*.

i. Notification Duties. USFLOs must ensure timely notification of significant U.S. Forces stationing or other planned actions are given to appropriate *Land* officials and other responsible German Government agencies (app C).

j. Negotiations Between U.S. Forces and German Agencies. When making direct contact with German agencies at the *Land* level on matters that have been the subject of negotiations between the U.S. Forces and German agencies at the German Federal level, USFLOs must ensure that the IOD and the USAREUR Liaison Officer in Berlin are included as information addressees on correspondence and minutes of meetings (AE Reg 10-18).

k. Processing Correspondence and Communications. USFLOs will ensure correspondence and other communications from *Land* Governments and German Federal agencies operating at the *Land* level are processed promptly and efficiently. USFLOs will also report through command channels undue delays in matters of significant interest to the USAREUR G3 (AEAGC-OMI) and the U.S. Forces commanders concerned.

l. Consulate Duties. USFLOs must maintain communication with U.S. consuls general in Germany and their staffs. USFLOs will—

(1) Help coordinate activities at the U.S. consulates in their respective areas of responsibility to support the interests of the U.S. Forces.

(2) Maintain contact to ensure mutual support and avoid disjointed, independent, or conflicting actions.

(3) Coordinate the following with U.S. consuls general and the U.S. State Department in their respective areas of responsibility:

(a) Visits of important U.S. officials to the area.

(b) U.S. Forces activities that may have a significant political effect.

(4) Advise U.S. consuls general on established U.S. Forces-German *Land* Government channels of communication and U.S. Forces protocol matters.

m. Assistance to Political-Military Advisers and PAOs. USFLOs will maintain communication with and provide technical guidance to political-military advisers, GRAs, and PAOs assigned to United States Army garrisons or other military elements in the USFLO area of responsibility. The Chief, Public Affairs, USAREUR, is authorized to coordinate community-relations support (for example, musical, static display, Soldiers), joint news releases, and press conferences directly with German Federal, *Land*, and local agencies, while always keeping the USFLO informed.

n. Reports. USFLOs will e-mail recurring situation reports on significant occurrences or actions. Reports must—

(1) Include scheduled activities of USFLOs and events or trends significantly affecting relations between the U.S. Forces and German Government agencies.

(2) Include special events or occurrences, such as trip reports, information papers, and analyses.

(3) Be submitted at least once a month to the Chief, IOD (with a copy to the Chief, Western European Branch, IOD; and affected agencies when appropriate). Reports must be submitted through the SIPRNET and be designated at least For Official Use Only.

7. SUPPORTED COMMANDERS

Commanders of organizations located in designated *Länder* will—

a. Do the following with the help of USFLOs:

(1) Establish and maintain contact with appropriate German Government officials and agencies at *Land* and local levels.

(2) Arrange, coordinate, and provide representatives for conferences involving German *Land*, region, district, and city officials and agencies when required.

(3) Help administrate the Hunting and Fishing Program according to policy established by the FMWR FFST, HQ IMCOM (para 6c).

(4) Support programs that strengthen German-American relations.

b. Provide timely information to German authorities on planned activities that could affect the status of German-American relations.

8. LOGISTIC SUPPORT

IMCOM-Europe will provide administrative and logistic support to USFLOs in designated *Länder*. This support will be appropriate to the USFLO position. Logistic support will include but not be limited to the following:

a. Office space and fixtures. USFLO offices should be near the *Land* Government ministerial offices.

b. Repair and maintenance service for offices occupied by the USFLO.

c. A limited operating budget for supplies and minor services required for operations.

d. E-mail system access, equipment, office furniture, supplies (including custodial service, expendable supplies, and utilities contracts), telefaxes, telephones (military class-A and civilian), telephone answering devices, and wordprocessing equipment.

e. Transportation by a permanently assigned, unmarked, civilian-type vehicle.

f. A maintenance-service contract for the vehicle at remote sites.

g. A permanently assigned driver for the USFLO vehicle.

APPENDIX A REFERENCES

SECTION I PUBLICATIONS

Agreement of 3 August 1959, as amended by the agreements of 21 October 1971, 18 May 1981, and 18 March 1993, to Supplement the Agreement between the Parties to the North Atlantic Treaty regarding the Status of their Forces with respect to Foreign Forces stationed in the Federal Republic of Germany (Status of Forces Agreement)

DOD Instruction 4165.69, Realignment of DOD Sites Overseas

Chairman of the Joint Chiefs of Staff Instruction 2300.02E, Coordination of Overseas Force Structure Changes

USEUCOM Directive 56-4, Responsibilities Relating to the Federal Republic of Germany

AR 25-400-2, The Army Records Information Management System (ARIMS)

AE Regulation 1-3, International and Other Agreements

AE Regulation 10-5, Headquarters, United States Army Europe

AE Regulation 10-18, USAREUR Liaison Office, Berlin

AE Regulation 200-1, Army in Europe Environmental Quality Program

AE Regulation 350-22, Off-Installation Maneuver and Field Training Exercise Coordination in Germany

AE Regulation 360-1, Army in Europe Community Relations Program

AE Regulation 360-90, Army in Europe KONTAKT Program

AE Regulation 550-56, Exercise of Jurisdiction by German Courts and Authorities Over U.S. Personnel

SECTION II FORM

DA Form 2028, Recommended Changes to Publications and Blank Forms

APPENDIX B

U.S. FORCES LIAISON AND GOVERNMENT-RELATIONS OFFICES IN GERMANY

Location/AOR	Military Address	Civilian Address	Telephone/Fax
HQ USAREUR (IOD)	HQ USAREUR (AEAGC-OMI) Unit 29351 APO AE 09014-9351	HQ USAREUR (AEAGC-OMI) Römerstraße 168, Gebäude 14 69126 Heidelberg	DSN 370-8253 civ 06221-57-8253 ----- fax 370-7148 06221-57-7148
Berlin (Federal)	USAREUR Liaison Office American Embassy PSC 120, Box 1000 APO AE 09265-1000	Amerik. Botschaft Pariser Platz 2 10117 Berlin	civ 030-8305-2149 ----- fax 030-8305-2504
Baden-Württemberg	U.S. Forces Liaison Office, Baden-Württemberg Unit 30401 APO AE 09107-0401 usflobw@eur.army.mil	Amerik. Verbindungsbüro Olgastraße 11 70182 Stuttgart	DSN 420-7329 civ 0711-247829 ----- fax 420-7126 0711-8197126
Bayern and Sachsen	U.S. Forces Liaison Office, Bayern Unit 24521 APO AE 09053-4521 usflobav@eur.army.mil	Amerik. Verbindungsbüro Ludwigstraße 2 80539 München	civ 089-284901 ----- fax 089-2805585
Grafenwöhr Government Relations Adviser	USAG Grafenwöhr Government Relations Adviser Unit 28130 APO AE 09114-8130	Kommandeur Hauptquartier USAG Grafenwöhr Gebäude 621 92655 Grafenwöhr-Lager	DSN 475-7452 civ 09641-83-7452 ----- fax 475-6469 09641-83-6469
Heidelberg International Relations Adviser	Government Relations Adviser USAG Heidelberg Unit 29237 APO AE 09102-9237	USAG Heidelberg GRA Patton Kaserne Kirchheimer Weg 4 69124 Heidelberg	DSN 382-4670 civ 0621-779-4670 ----- fax 382-4670 0621-779-4670
Hessen, Northern Germany, and Thüringen	U.S. Forces Liaison Office, Hessen Unit 29623 APO AE 09096-9623 usfloh@eur.army.mil	Amerik. Verbindungsbüro Frankfurter Str. 17 65189 Wiesbaden	civ 0611-17463912 ----- fax 0611-17463920
Kaiserslautern International Relations Adviser	International Relations Adviser 21st Theater Sustainment Command Unit 23202 APO AE 09263-3202	International Relations Adviser 21st Theater Sustainment Command Postfach 1207 67602 Kaiserslautern	DSN 484-7679 civ 0631-4137679 ----- fax 484-8237 0631-4138237
Rheinland-Pfalz and Saarland	U.S. Forces Liaison Office, Rheinland-Pfalz Unit 29623 APO AE 09096-9623 usflorp@eur.army.mil	Amerik. Verbindungsbüro Quintinstraße 4 55116 Mainz	civ 06131-204940 ----- fax 06131-204946
USAFE Host Nation Adviser	USAFE-CCH Unit 3050, Box 1 APO AE 09094-0001	Chief, Host Nation Relations HQ USAFE Flugplatz, Gebäude 1 66877 Ramstein-Miesenbach	DSN 480-7788 civ 06371-47-7788 ----- fax 480-6143 06371-47-6143

APPENDIX C

HOST-NATION NOTIFICATION PROCEDURES

C-1. PURPOSE

U.S. Forces liaison and Government-relations offices will provide assistance to U.S. Forces elements to ensure German Government agencies and officials at Federal, State (*Land*), and local levels receive timely, advance notification of—

- a. Planned unit deactivations, restationing actions, base closures, workforce reductions, and major equipment stationing.
- b. Actions that could have a significant effect on the German communities where they will take place.

C-2. POLICY

Every possible action must be taken to help prevent misunderstanding among U.S. Forces elements, interested German Government agencies, and local community officials. Special attention must be given to planned actions likely to be seen as burdensome or annoying to the communities involved.

a. Planned actions that could adversely affect domestic or national political situations, the environment, local national (LN) employees, or traffic conditions should be considered as matters that warrant advance notification. Premature or unauthorized notifications could result in unfavorable reactions.

b. Special attention and concern on the part of U.S. Forces elements must be given to such actions as—

- (1) Changes in road-surface conditions caused by U.S. Forces operations or training activities.
- (2) Changes in types of units, equipment, or facilities.
- (3) Increases in traffic density.
- (4) LN employee reductions or other LN workforce restructuring, competitive sourcing, and privatization actions.
- (5) Return of facilities.
- (6) Significant increases or decreases in unit personnel-strength authorizations.
- (7) Stationing or restationing actions.
- (8) Unit activations or deactivations.

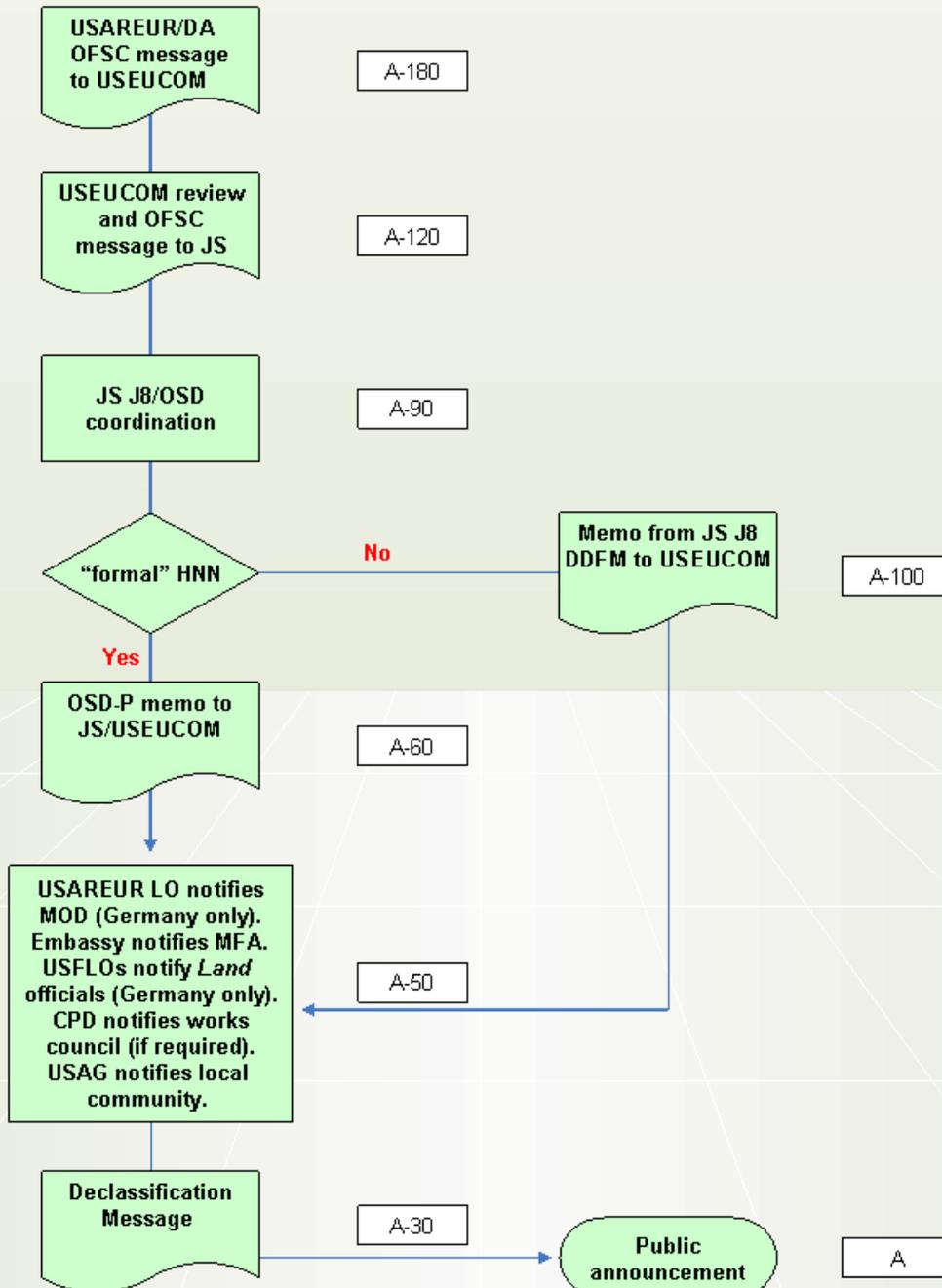
c. Table C-1 provides official notification procedures.

d. Figure C-1 shows the three host-nation notification processes: coordination of overseas force structure changes, realignment of DOD sites overseas, and deployments from host-nation territory.

Table C-1 Official Notification Procedures	
Action Agency	Action (in sequence)
HQ USAREUR staff office (G1, G3 (GR2 Div)) or HQ IMCOM-Europe office initiating the host-nation notification request	Sends background information and a request for notification action to the IOD, the USAREUR Liaison Officer in Berlin, and the Chief, Public Affairs, USAREUR.
IOD	<p>(1) Gives the responsible USFLO an advance copy of basic information and the notification request.</p> <p>(2) Verifies that the advance copy has been received by the USAREUR Liaison Officer in Berlin.</p> <p>(3) Advises the USAREUR G1, USAREUR Liaison Officer in Berlin, and USFLOs of the time the information will be announced to the news media (H-hour).</p>
USAREUR Liaison Officer in Berlin	<p>(1) Informs staff members at the American Embassy in Berlin on information in the notification request and notifies the appropriate German Federal Government agency of information provided at a previously agreed time (but not later than 3 hours before H-hour).</p> <p>(2) Gives USFLOs a copy of the German Federal Government notification.</p> <p>(3) Informs the IOD when German Federal Government notification is complete.</p>
IOD	Requests USFLOs to inform <i>Land</i> Government agencies without delay of contents of the notification.
USFLO	<p>(1) Notifies responsible <i>Land</i> Government agencies (3 hours before H-hour) and respective labor representatives (district and local works councils, severely handicapped-employee representatives) and requests feedback on comments or reactions, if any.</p> <p>(2) Informs the IOD when <i>Land</i>-level notification is complete.</p>
IMCOM-Europe	<p>(1) Directs garrison commanders to notify appropriate local German Government officials of notification information and, when notification is complete, provide feedback to command POCs.</p> <p>(2) Provides feedback on results of local notification to the appropriate USFLO.</p>
USAREUR G1	<p>(1) Releases information to the Head Works Council, USAREUR; the head representative of severely handicapped employees; and labor unions concerned no later than 1 hour after Federal and <i>Land</i> agencies are informed (2 hours before H-hour).</p> <p>(2) Informs the IOD when the notification has been completed.</p>
USFLO	Informs the IOD when local-level notifications were made and provides feedback on comments or reactions, if any.
IOD	<p>(1) Informs the USAREUR Watch Officer when German Federal and <i>Land</i> Governments have been informed.</p> <p>(2) Informs the Chief, Public Affairs, USAREUR, when notification is complete and that the information can be released to the news media.</p>

Host-Nation Notification (HNN) Processes

CJCSI 2300.02E provides more information.

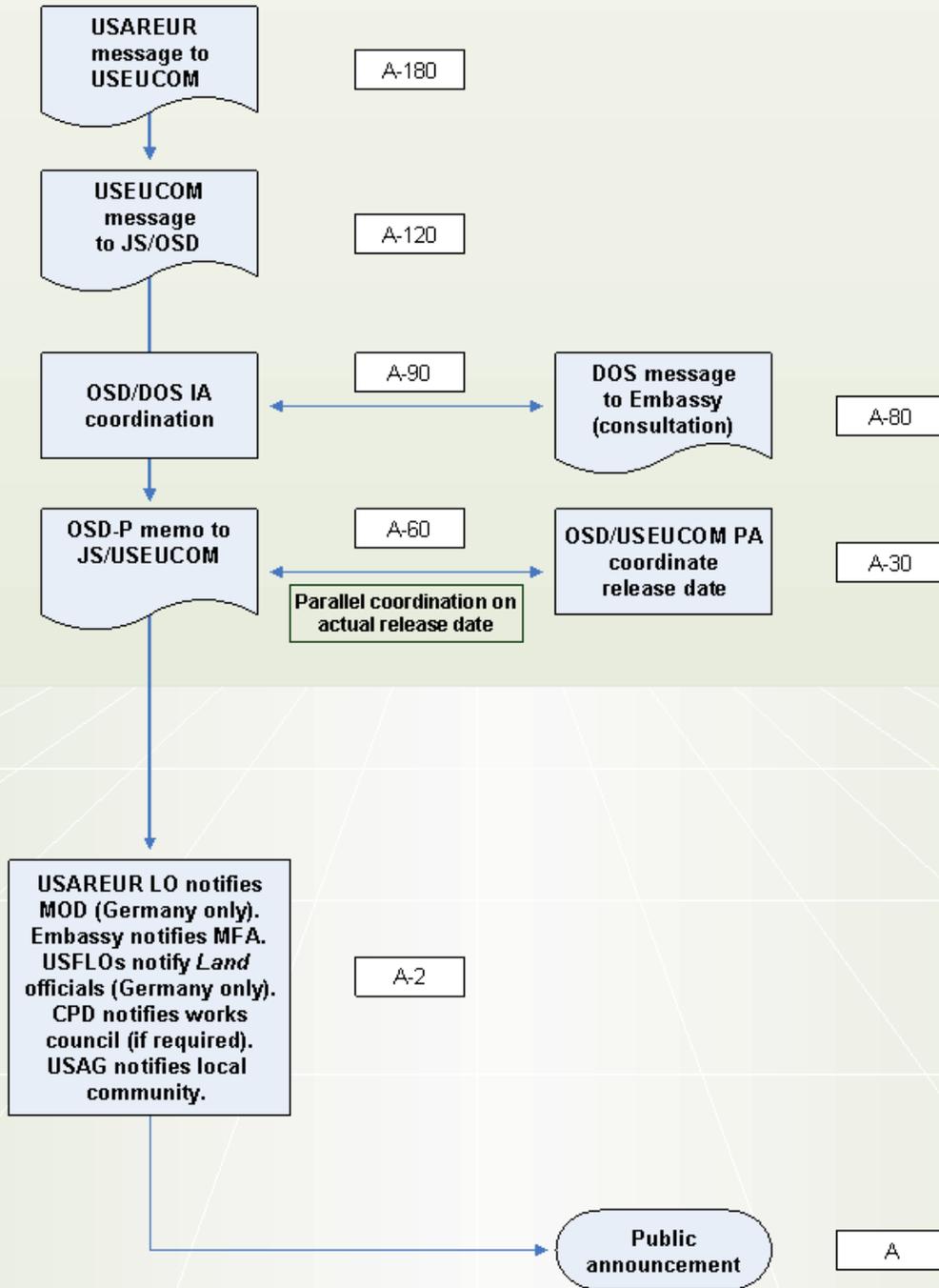


USAREUR conducts HNN regardless of OSD or JS approval.
(OSD approval often takes much longer since it may be policy significant.)

Figure C-1. Host-Nation Notification Processes

Host-Nation Notification (HNN) Processes (Cont)

DOD Instruction 4165.69 provides more information.

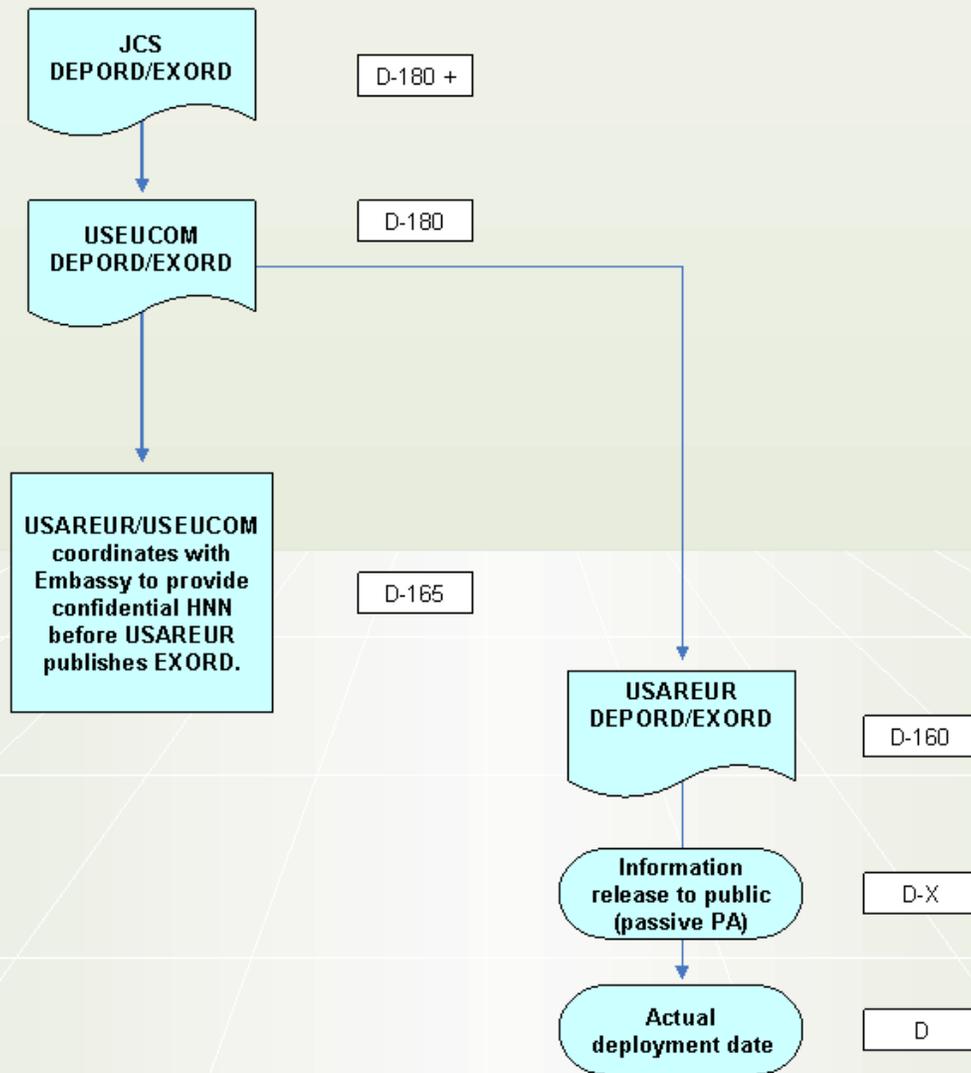


Process can take 180 days or longer.
OSD will not delegate HNN to JS.

Figure C-1. Host-Nation Notification Processes (Continued)

Host-Nation Notification (HNN) Processes (Cont)

Host-nation (HN) relations policy to ensure the HN is informed of major deployments from the HN territory.



HNN is close hold to specific people as advance notice on deployment from the territory. Information is generic (for example, brigade, number of passengers, window for movement). Specifics become known as units begin to coordinate HN support for movements.

Figure C-1. Host-Nation Notification Processes (Continued)

C-3. NOTIFICATION

Government-agency notifications may extend from the German Federal Government level in Berlin, through State and district level, to heads of local-level (*Kreis*, *Stadt*, and *Gemeinde*) Governments.

a. The Global Rebasing and Restructuring (GR2) Division, Office of the Deputy Chief of Staff, G3, HQ USAREUR, is responsible for establishing procedures to ensure German officials and agencies concerned with U.S. Forces activities in Germany are given appropriate advance notification on matters requiring notification. Advance notification is required for U.S. Forces stationing plans, operations, training, and other significant actions (including reductions in force) that may affect the German communities where they take place.

b. HQ USAREUR staff offices requesting notification must provide timely information to the USAREUR G3 and the USAREUR Liaison Officer in Berlin on matters requiring notification. The need to expedite actions for special situations should be indicated by the staff office requesting that notification be made.

c. Notifications will be made at the levels indicated as follows:

(1) German Federal Government. In coordination with the embassy's Political-Military Section and U.S. Defense Attaché Office Berlin, the USAREUR Liaison Officer will ensure that notification is made to the German Foreign Office (*Auswärtiges Amt*) and the German Federal Ministry of Defense.

(2) State (*Land*) Government. United States Forces liaison officers (USFLOs) assigned to the respective *Land* who operate under the general supervision of the International Operations Division (IOD), Office of the Deputy Chief of Staff, G3, HQ USAREUR, will make notification.

(3) County- and City-Level Government. The garrison commander will make notifications at these levels.

d. Paragraph C-4 provides notification procedures when the LN workforce is or will be affected.

(1) The USAREUR Liaison Officer in Berlin will notify German Federal Government officials and inform the IOD when these notifications are complete.

(2) At the same time, USFLOs will notify their respective German *Land* Governments and inform the IOD when the appropriate *Land* officials and agencies have been informed.

(3) After German Federal and *Land* notifications have been made, local German Government officials in affected communities will be notified by U.S. military commanders in those areas. Local commanders will report through their POC at the garrison that notification has been made. USFLOs will be informed when this is complete.

(4) USFLOs will report through the IOD any significant comments by local commanders.

(5) The IOD will inform the USAREUR Watch Officer when notification has been completed.

(6) The Chief, Public Affairs, USAREUR, will release public affairs guidance to public affair offices in affected organizations and post website information that may be accessed by the local media. The Chief, Public Affairs, USAREUR, will respond to media queries.

C-4. LN EMPLOYEES

When significant LN employee personnel actions are planned—

a. Notification of adverse personnel actions will be given to German Federal, *Land*, and local officials before information is released to USAREUR head labor representatives (Head Works Council, USAREUR; and the head representative of severely handicapped employees).

b. The Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, HQ USAREUR; with the GR2 Division and other responsible staff agencies, will prepare information on planned personnel actions and provide it to the IOD. Information will be provided with enough time to allow formal notification to German Federal, *Land*, and local officials before informing USAREUR labor representatives.

c. The IOD will coordinate notifications with—

- (1) The GR2 Division.
- (2) The USAREUR G1.
- (3) The USAREUR Liaison Officer in Berlin.
- (4) USFLOs.
- (5) HQ IMCOM-Europe.
- (6) Chief, Public Affairs, USAREUR.
- (7) Office of the Judge Advocate (AEAJA-IL-FL), HQ USAREUR.

C-5. TIMING OF OFFICIAL NOTIFICATIONS

To help avoid embarrassment and to ensure continued credibility and good working relationships between the U.S. Forces and their German counterparts, the timing of official notifications must be carefully coordinated and controlled.

a. *Land* Government officials will be notified at about the same time as German Federal Government officials are notified and before press releases are made.

b. Local Government officials should be notified after *Land* officials have been informed and before press releases are made.

C-6. FACTORS IN DETERMINING NOTIFICATION REQUIREMENTS

Actions requiring host-nation notification should be assessed for their effect on the LN workforce and associated information interests of labor representatives, unions, public media, and political-economic situations at local and national levels. The following factors should be considered:

a. The number of separations in relation to LN employee strength at the commands involved and to the size of the LN workforce in the commuting area.

- b. The importance of the U.S. Forces as a local employer in comparison with the size and composition of the LN workforce and the community's working population.
- c. The local labor-market situation and the ability of the local community to absorb surplus employees.
- d. Prospects for effective placement assistance for employees losing their jobs.
- e. The political climate with regard to the U.S. Forces' image as an employer in the local community.

GLOSSARY

SECTION I ABBREVIATIONS

AR	Army regulation
CDRUSEUCOM	Commander, United States European Command
CG, USAREUR	Commanding General, United States Army Europe
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CNE-C6F	Commander, U.S. Naval Forces, Europe/Commander, U.S. Sixth Fleet
CPD	Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
DA	Department of the Army
DCG, USAREUR	Deputy Commanding General, United States Army Europe
DDFM	Deputy Director for Force Management, Office of the Joint Chiefs of Staff
DEPORD	deployment order
DOD	Department of Defense
DOS	Department of State
DSN	Defense Switched Network
EXORD	execution order
FFST	forward functional support team
FMWR	Family and morale, welfare, and recreation
GR2	global rebasing and restructuring
GRA	Government relations adviser
HN	host nation
HNN	host-nation notification
HQ IMCOM	Headquarters, United States Army Installation Management Command
HQ USAREUR	Headquarters, United States Army Europe
IMCOM-Europe	United States Army Installation Management Command, Europe Region
IOD	International Operations Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
JS	joint staff
LLA	legal liaison authority
LN	local national
LO	liaison officer
MFA	Minister of Foreign Affairs
NATO	North Atlantic Treaty Organization
OFSC	overseas force structure change
OSD	Office of the Secretary of Defense
OSD-P	Office of the Secretary of Defense for Policy
PA	public affairs
PAO	public affairs officer
POC	point of contact
SA NATO SOFA	Supplementary Agreement to the North Atlantic Treaty Organization Status of Forces Agreement
SIPRNET	Secret Internet Protocol Router Network
SOFA	Status of Forces Agreement
U.S.	United States
USAFE	United States Air Forces in Europe

USAREUR
USEUCOM
USFLO

United States Army Europe
United States European Command
United States Forces liaison officer

SECTION II
GERMAN WORDS

<i>Auswärtiges Amt</i>	German Foreign Office
<i>Gemeinde</i>	community
<i>Kreis</i>	county
<i>Land</i>	German Federal State
<i>Länder</i>	German Federal States
<i>Regierungsbezirk</i>	administrative district
<i>Stadt</i>	city
<i>Verbindungsbüro</i>	liaison office