

USAREC Regulation 10-1

Organizations and Functions

Headquarters, United States Army Recruit- ing Command

**Headquarters
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, KY 40121-2725
18 December 2008**

UNCLASSIFIED

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*USAREC Regulation 10-1

Effective 2 January 2009

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Headquarters, United States Army Recruiting Command

For the Commander:

HUBERT E. BAGLEY
Colonel, GS
Chief of Staff

Official:

BRUCE W. MORRIS
Assistant Chief of Staff, G6

History. This publishes a revised USAREC Reg 10-1, which is effective 2 January 2009.

Summary. This regulation prescribes the approved organizational structure of Headquarters, U.S. Army Recruiting Command; states the mission of the Commanding General; and defines the responsibilities and functions of each staff element.

Applicability. This regulation is applicable to all elements of the U.S. Army Recruiting Command.

Proponent and exception authority. The proponent of this regulation is the Assistant Chief of Staff, G4/8. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of GS-13 or the National Security Personnel System equivalent.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2,

but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCRLM-FD, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

Distribution. This publication is available in electronic media only and is intended for command distribution level B.

*This regulation supersedes USAREC Regulation 10-1, dated 14 June 2000.

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Glossary

Chapter 1 General

1-1. Purpose

This regulation prescribes the approved organizational structure of Headquarters, U.S. Army Recruiting Command (HQ USAREC) (fig 1-1) and sets forth the mission of the Commanding General (CG). It provides uniform organizational charts and provides staff responsibility and function statements for each G-staff and special staff office at the headquarters.

1-2. References

For related publications see appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary. Use of standardized terminology is essential for understanding responsibilities and preventing duplication or overlap of functions.

1-4. Policy

- a. All changes to the organizational structure or functions will be approved by the Chief of Staff (CoS) prior to implementation.
- b. The headquarters staff will consist of the Command Group and the administrative and special staff. Headquarters organizational elements are segmented into G-staff and special staff offices, and will be further subdivided into divisions and branches (and in specialized cases, offices).
- c. The Assistant Chief of Staff (ACS), G4/8, is the proponent for all organization and function matters.
- d. The tables of distribution and allowances (TDA) and other published media concerning the headquarters will be consistent with the organizational alignment published in this regulation.
- e. Historical background can be found in appendix B.

1-5. Responsibilities

- a. It is the responsibility of command leadership to provide a climate and an infrastructure to initiate, accomplish, and sustain the energy for, and provide the resources to meet or exceed all customer requirements. Those in the position of leadership will ingrain the idea of responsibility and accountability for continuous improvements within the organization.
- b. Everyone is charged to support the vision, "America's Army - Service of Choice for America's Youth and Employers." The U.S. Army Recruiting Command (USAREC) is a model of professionalism in service to the Nation. USAREC leaders will uphold command values in daily actions so the organization may reach stated quality goals of becoming a high-performance unit; one that is effective, efficient, and adaptable; one that shows respect for people; and one that supports the highest standards of ethics and integrity.
- c. The CoS is responsible for approving changes to this regulation.

1-6. Procedures

Directors and chiefs of special staff offices will submit requests for changes to this regulation through the CoS to ACS, G4/8. Justification will be based upon one or more of the following:

- a. More effective use of resources.
- b. Improved procedures.
- c. Changes in mission or staffing.
- d. Changes directed by higher authority.

1-7. Universal common task list

Listed below are tasks performed by all G-staffs and special staffs as required and therefore should not be restated in the regulation text.

- a. Integrates quality principles into daily actions.
- b. Renders technical advice to members of the command.
- c. Provides input to command budget plans.
- d. Provides TDA changes.
- e. Processes personnel change actions.
- f. Responds to routine internal and external taskers.
- g. Provides advice on functional policy.

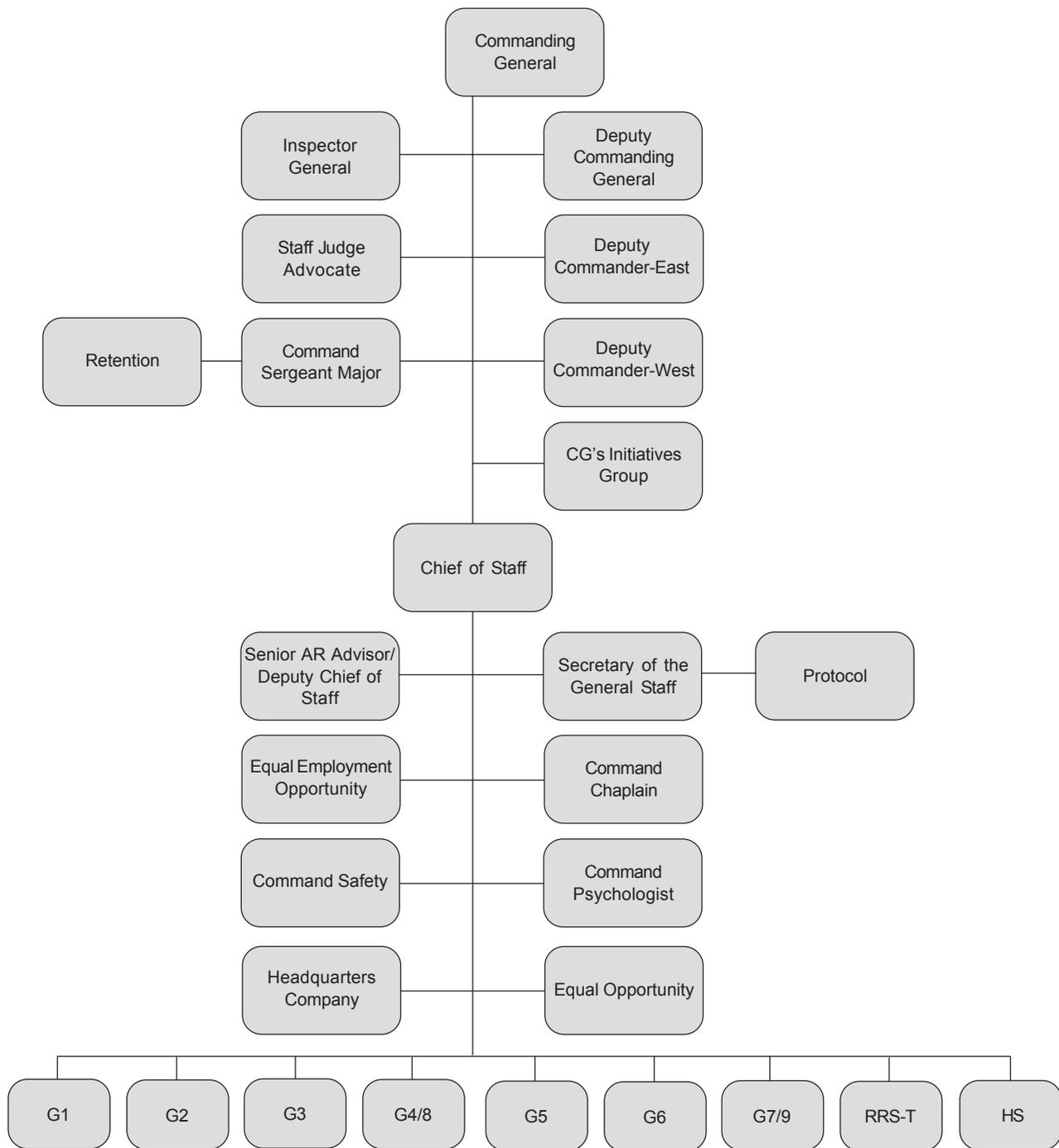


Figure 1-1. HQ USAREC organizational chart

- h. Maintains files.
- i. Completes appraisals, noncommissioned officer evaluation reports (NCOERs), and officer evaluation reports (OERs).
- j. Prepares training plans.
- k. Prepares mobilization plans.
- l. Represents the command at meetings and conferences.
- m. Administers internal controls to safeguard property and information.
- n. Fulfills timecard requirements.

- o. Develops and presents briefing charts.
- p. Provides a contractor's representative as required.
- q. Reviews and provides comments on staff actions.
- r. Answers requests for information.
- s. Responds to quick turnaround suspenses.
- t. Analyzes automation needs and requests hardware and software to meet those needs.
- u. Submits reports to external sources.
- v. Maintains liaisons and coordinates with other commands.
- w. Types and assists in the preparation of studies, reports, analyses, briefings, correspondence, and travel orders.
- x. Maintains suspense log of correspondence, schedule, and itinerary for the director.
- y. Maintains property accountability records and provides expendable supplies.
- z. Provides technical editorial support for G-staff documents and papers.
- aa. Oversees the NCOER and OER control and rating scheme, and the civilian performance standards and ratings.
- ab. Provides technical advice to the director and divisions on awards programs.
- ac. Maintains internal mail and distribution system.
- ad. Maintains and controls all supply requests.
- ae. Provides, coordinates, and maintains G-staff and special staff leave plan.
- af. Maintains a physical security and key control program.

Chapter 2

Staff and G-Staffs

2-1. Office of the CG

a. Core competency. Manages worldwide recruiting operations. Commands HQ USAREC and subordinate field activities located throughout the continental United States (CONUS), Puerto Rico, the Virgin Islands, Guam, American Samoa, Panama, Europe, and Asia.

b. Functions.

(1) Recruits U.S. citizens and legal residents of the United States from civilian life in CONUS and overseas. Recruits applicants for Regular Army (RA), Army Reserve (AR), Army Medical Department (AMEDD) officers; and assists in Army National Guard (ARNG), Reserve Officers' Training Corps (ROTC), and ARNG officer programs. Recruits applicants for Officer Candidate School (OCS) and Warrant Officer Flight Training (WOFT) enlistment options. Assists in personnel procurement efforts for the U.S. Military Academy Admissions Program.

(2) Manages and supervises the use of all resources. Plans, programs, budgets, funds, and coordinates requirements for resources and provides mission support for all USAREC activities. Negotiates with the Chief of Engineers (COE) or with other military services for the acquisition, construction, conversion, alteration, modification, or rehabilitation of recruiting facilities.

(3) Develops requirements for the RA and AR recruiting publicity and advertising program consistent with Department of the Army (DA) policies and guidance. Receives and processes requests for recruiting publicity and advertising for Army reenlistment programs. Budgets, funds, and initiates contractual requirements for procurement of publicity and advertising for the RA and AR personnel procurement programs.

(4) Establishes and maintains liaison with educators and associations at the national, state, and local levels; supervises Army recruiting participation in national education conventions.

(5) Maintains liaison with recruiting headquarters of the Marine Corps, Navy, and Air Force; the COE and district engineer offices; representatives of the General Services Administration (GSA); the Military Traffic Management Command; and other agencies on matters directly affecting USAREC operations.

(6) Initiates requests, as necessary, to obtain administrative, legal, and logistical services from the CG, U.S. Army Training and Doctrine Command (TRADOC); U.S. Army Forces Command (FORSCOM); U.S. Army Materiel Command; U.S. Military District of Washington; U.S. Military Entrance Processing Command (USMEPCOM); the numbered armies in the continental United States (CONUSA); certain overseas commands; and the COE for support of recruiting activities.

(7) Prepares, reviews, and approves in conjunction with Headquarters, Department of the Army (HQDA), Army-wide training as it applies to recruiting personnel; develops and administers a continuous training program for USAREC recruiters.

(8) Exercises command authority over all military and civilian personnel assigned to USAREC activities with general

court-martial jurisdiction over military personnel.

- (9) Responsible to assure internal controls are in place and operating at all command levels.

2-2. Deputy Commanding General

Acts with full authority in the name of the CG USAREC regarding operational responsibilities.

- a. Directs the recruiting operations for RA and AR, Deputy Commander-West, Deputy Commander-East, U.S. Army Special Missions Brigade (SMB), U.S. Army Medical Recruiting Brigade (MRB), and the U.S. Army 3d Recruiting Brigade.
- b. Serves as commander of USAREC in the absence of the CG.
- c. Serves as principal advisor on training matters.
- d. Serves as approval authority for felony waivers.
- e. Responsible to maintain procedures to assure management control of allocated resources and manpower authorizations.
- f. Responsible for ongoing USAREC transformation initiatives.

2-3. Deputy Commander-East

Responsible for the primary oversight of the 1st and 2d Recruiting Brigades. Acts as teacher, coach, and mentor to brigade and battalion commanders.

- a. Assists the Deputy Commanding General (DCG), USAREC, in ensuring recruiting operations are conducted with absolute integrity.
- b. Assists in the formulation and implementation of recruiting policies and initiatives and provides recommendations to CG USAREC on issues and initiatives which will improve effectiveness.
- c. Promotes America's Army among local, state, and national civic, business, and education leaders and the American public.

2-4. Deputy Commander-West

Responsible for the primary oversight of the 5th and 6th Recruiting Brigades. Acts as teacher, coach, and mentor to brigade and battalion commanders.

- a. Assists the DCG USAREC in ensuring that recruiting operations are conducted with absolute integrity.
- b. Assists in the formulation and implementation of recruiting policies and initiatives and provides recommendations to CG USAREC on issues and initiatives which will improve effectiveness.
- c. Promotes America's Army among local, state, and national civic, business, and education leaders and the American public.

2-5. Command Sergeant Major

a. Core competency. The senior enlisted advisor to the CG on all policy matters and on all matters of individual training pertaining to USAREC enlisted personnel.

- b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of USAREC and as a key member of the CG's personal staff. Provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development.

(2) Provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other problems of enlisted Soldiers.

(3) Mentors brigade command sergeants major (CSMs) and maintains informal liaison with sergeants major (SGMs) of subordinate commands.

(4) Accompanies the CG on inspections and staff visits. Makes separate observations and information inquiries on activities of enlisted personnel to understand and support their views and concerns.

(5) Interacts with other Army commands' (ACOMs') and major subordinate commands' CSMs to educate the Army on recruiting matters and garner support for the recruiting effort.

- c. Reenlistment Office functions.

(1) Advises the commander on all matters pertaining to reenlistment issues.

(2) Inspects subordinate reenlistment offices.

(3) Processes bars to reenlistment.

(4) Represents the command at higher headquarters and subordinate units on reenlistment issues.

(5) Establishes and distributes reenlistment objectives.

(6) Monitors and reports reenlistment accomplishments.

- (7) Trains subordinate reenlistment NCOs.
- (8) Manages funds to support the command's Reenlistment Program.

2-6. Inspector General

a. Core competencies.

- (1) By monitoring and investigating allegations of impropriety and executing an aggressive inspection program, serves as an extension of the commander's eyes, ears, and conscience.
- (2) Represents the interests of the organization and the welfare and morale of all.
- (3) Inquires into and reports on matters affecting the mission, economy, efficiency, discipline, and esprit de corps.
- (4) Monitors the recruiting process to ensure quality control.

b. Functions.

- (1) Teaches and trains.
- (2) Conducts inspector general (IG) inspections.
- (3) Provides assistance.
- (4) Conducts investigations.
- (5) Proponent for overall inspection policy to include USAREC Reg 1-21.
- (6) See figure 2-1 for the IG organizational chart.

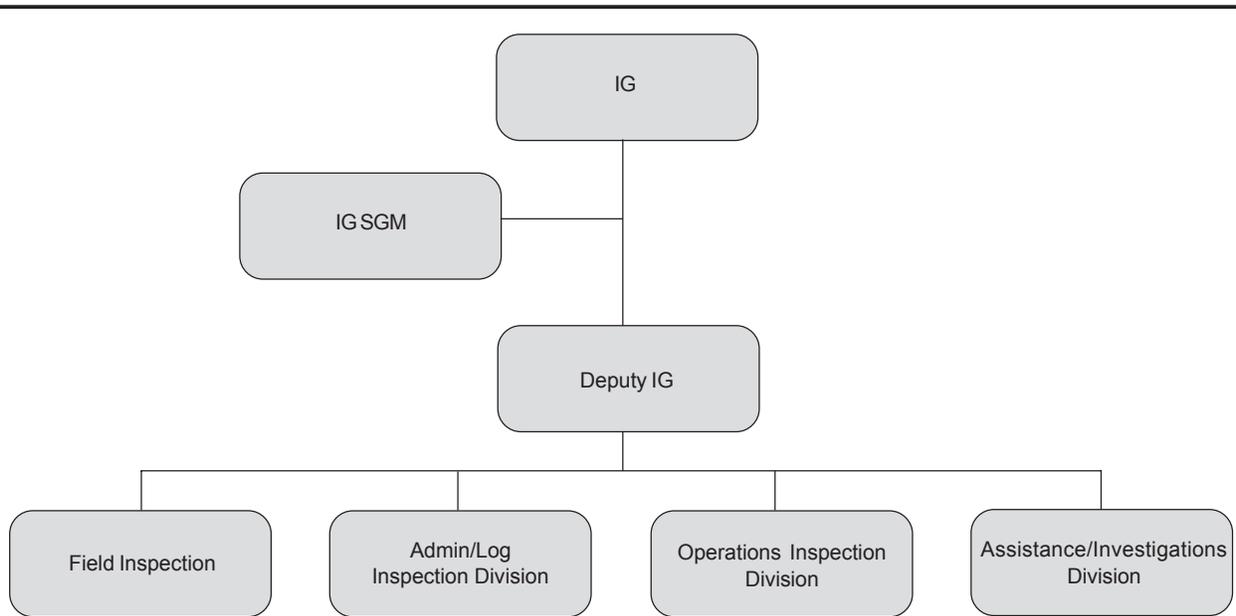


Figure 2-1. IG organizational chart

2-7. Staff Judge Advocate

a. Core competency. Advises the CG, USAREC staff, and subordinate USAREC commanders on all legal matters including, but not limited to: Military justice, standards of conduct, procurement law, administrative law, fiscal law, civilian personnel and labor law, legislation, claims, military personnel law, and military enlistment law. This includes proponenty for USAREC directives, training, information, and programs in these areas. See figure 2-2 for organizational chart.

b. Functions.

- (1) Provides legal advice to commander and staff concerning:
 - (a) Military justice.
 - (b) Recruiting impropriety (RI) cases.
 - (c) Misconduct investigations.
 - (d) Enlisted separation and officer show-cause actions.
 - (e) Procurement and fiscal law.
 - (f) Administrative law (Article 138 complaints; military personnel law; military enlistment law; policies, programs, plans, and directives; and line of duty (LOD) investigations).

- (g) Ethics and standards of conduct.
- (h) Civilian personnel and labor law.
- (i) Legislation.
- (2) Provides legal support to the field:
 - (a) Coordinates legal support with servicing staff judge advocates (SJAs) at local installations.
 - (b) Performs brigade judge advocate (BJA) duties during absence or overflow.
 - (c) Technical supervision of BJAs.
 - (d) Instructors for BJA training, Recruiting Company Commanders Course (RCCC), Precommand Course (PCC), 450 filers, etcetera.
 - (e) Legal advisor for enlisted separation boards.
 - (f) Recorder and legal advisor for officer show-cause boards.
- (3) Prepares legal documents concerning:
 - (a) Litigation.
 - (b) Administrative reprimands (driving under the influence and RIs).
 - (c) Reliefs in RI cases.
 - (d) Referral and final action in enlisted separation and officer show-cause cases.
 - (e) Powers of attorney.
- (4) Coordinates with other agencies:
 - (a) Office of The Judge Advocate General Administrative Law.
 - (b) Army Litigation Division.
 - (c) U.S. Attorney offices and Department of Justice.
 - (d) U.S. Army Human Resources Command-St. Louis (HRC-St. Louis).
 - (e) Office of the Army G1.
 - (f) Installation SJA offices.
 - (g) Trial Defense Service.
 - (h) SJAs for the recruiting commands of other U.S. military services.

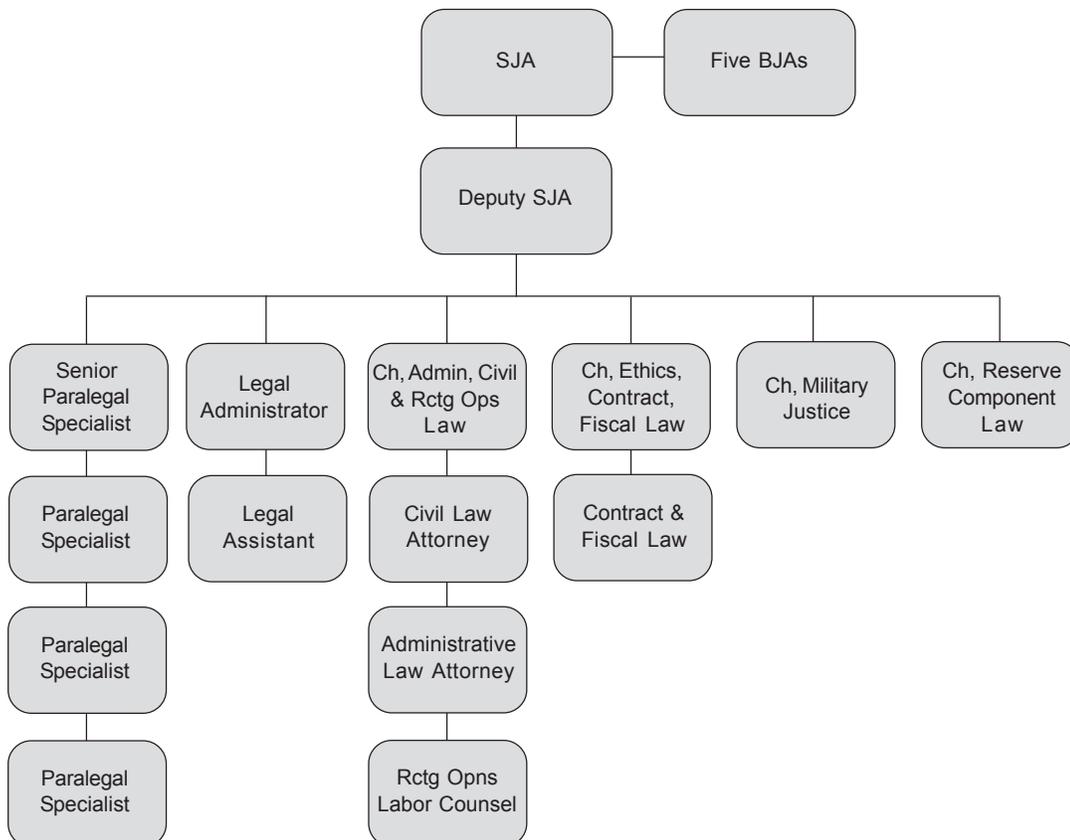


Figure 2-2. SJA organizational chart

- (i) Fort Knox Directorate of Contracting.
- (5) Legal assistance:
 - (a) Installation conflicts.
 - (b) Notary.
- (6) Recruits military lawyers (collateral duty).
- (7) Proponent for the following publications:
 - (a) USAREC Reg 27-2.
 - (b) USAREC Reg 190-3.
 - (c) USAREC Reg 600-25.
 - (d) USAREC Pam 27-65.

2-8. CG's Initiative Group

a. Core competency. The Chief of the CG's Initiative Group serves as the executive advisor to the CG and as the Chief of the Futures Laboratory (Research, Innovation, and Concept Integration Center). The executive advisor is the expert consultant on recruiting systems, processes, innovations, and concepts. Acts as the CG's authoritative source for recruiting research, reinvention, systems, and business process improvements. As the Chief of the Futures Laboratory, responsible for conducting research, testing, and experimentation to pioneer innovative recruiting and marketing concepts for the acquisition of human capital for the Army. Responsible for applying the principles and theories of management science and operations research to solve problems that have previously resisted resolution.

b. Functions.

(1) Formulates, tests, and evaluates new recruiting theories, principles, and concepts in the advancement of human capital acquisition for the Army.

(a) Researches and evaluates innovations and scientific advances in the fields of business, management, economics, sociology, and information technology (IT) to develop highly creative, pioneering applications to the art and science of recruiting.

(b) Identifies and outlines key concepts and programs for integration into the Army's strategic plan for human capital acquisition and across all functional areas and processes of the command.

(c) Plans, designs, and executes tests, experiments, and pilot programs to reinvent Army recruiting.

(d) Exploits recent advances and emerging methods in technology, business, and science to advance concepts, applications, and programs for military manpower acquisition and management.

(e) Pursues multiple simultaneous tests, experiments, and programs and shares best business practices through the coordination and support of numerous organizations, including other DA agencies, Department of Defense (DOD), Federally Funded Research and Development Centers, academic institutions, private industries, and Federal contractors.

(2) Based on broadly defined missions and guidance from the CG, integrates recruiting programs, processes, and systems across the functional domains and directorates in the command.

(a) Interprets legislative, policy, and regulatory guidance from Congress, the Office of the Secretary of Defense, and the Secretary of the Army (SA). Applies that guidance to the reinvention of Army recruiting and the integration of programs across all recruiting functions.

(b) Determines the effect of new and revised legislation and policies on recruiting incorporating emerging scientific principles and theories into future recruiting programs, systems, and processes.

(c) Develops policies and guidelines for the implementation of recruiting innovations, concepts, and programs across the command.

(d) Evaluates changes and trends in human resource management, business, labor markets, and IT to determine effects on recruiting and assure the success of the Army's recruiting mission and the continuation of the All-Volunteer Force.

(3) Gathers innovative and creative ideas to improve recruiting systems and business processes from internal and external sources to ensure the success of current and future recruiting missions.

(a) Develops and maintains an integrated system for gathering and harnessing experiential, scientific, and technological knowledge from individuals and agencies.

(b) Evaluates multiple innovations, theories, and ideas from various technical experts and develops integrated and synchronized concepts for implementation in recruiting.

(c) Recommends changes to or new legislation, policies, regulations, and management systems to increase the efficiency and effectiveness of military recruiting.

(d) Works to continue the advancement of recruiting art and science among research agencies in the Federal, academic, and private sectors.

(4) Acts as a recruiting expert consultant and presents research, testing, and experimentation results, findings, conclusions, and recommendations to the CG, higher headquarters, the SA, and Office of the Secretary of Defense, as well as congressional members and professional staff, to influence policy and program decisions related to recruiting and the acquisition of human capital. Occasionally presents findings, conclusions, theories, and principles of recruiting to other government agencies at scientific meetings and conferences and to foreign military leadership.

(5) Plans and leads multidirectorate, cross-functional efforts to address current issues and problems caused by unidentified or undefined environmental situations.

(a) Forecasts and perceives problems and systemwide issues prior to failure and develops programs, innovations, and solutions to avert mission failure and/or the loss of efficiency or effectiveness.

(b) Incorporates advanced mathematical, statistical, and operations research methods (for example, statistical analysis, computer modeling and simulation, decision theory, regression and economic analysis) to solve complex, persistent, and/or crisis problems that have previously proven difficult to solve.

(c) Provides expert judgment and knowledge to the solution of systemwide issues and failures in recruiting providing effective, simplified, and manageable remedies for execution.

(d) Directs work that analyzes existing or proposed recruiting programs to determine their utility and effectiveness; develops policy and programs or recommends change in legislative or regulatory guidance.

(e) Establishes, implements, and monitors internal control procedures.

2-9. CoS

a. Core competency. Supports, interprets, and disseminates policies, plans, and decisions of the CG to the staff, brigades, and staff agencies.

b. Functions. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

(1) Manages an internal support staff to orchestrate daily actions to include a Protocol Office.

(2) Functions as senior coordinator with lateral external commands and higher headquarters.

(3) Approves and ensures proper and efficient use of recruiting assets throughout the command with regard to appropriated funds, authorizations, and manpower.

(4) Liaison between USAREC, U.S. Army Accessions Command (USAAC), TRADOC, HQDA G1, U.S. Army Cadet Command (USACC), U.S. Army Training Center-Fort Jackson, and USMEPCOM.

(5) Responsible for the supervision and synchronization of the entire general staff, to include G1, G2, G3, G4/8, G5, G6, G7/9, RRS-T, Safety, Command Chaplain, Center One/Command Psychologist, and Headquarters Commandant (HQ Comdt).

(6) Serves as the representative from USAREC regarding AR units and related issues pertaining to the ARNG.

(7) Serves as the command's primary liaison with the U.S. Army Human Resources Command (HRC).

(8) Responsible to maintain effective internal control of allocated resources and manpower authorizations.

(9) Provides guidance and assistance for the Equal Opportunity (EO) Office and Equal Employment Opportunity (EEO) Office.

(10) Maintains internal control and stewardship of resources.

2-10. Secretary of the General Staff

a. Core competency. Serves as the principal administrative and protocol assistant to the CoS.

b. Functions.

(1) Assists in managing and coordinating staff and attendant activities.

(2) Tasks the staff and subordinate commanders on behalf of the CG, the DCG, and the CoS.

(3) Analyzes, processes, and follows up on all correspondence to ensure proper coordination, correctness, timeliness, and completion of assigned actions.

2-11. Protocol Office

a. Core competency. Serves as the resident protocol expert for the command and represents the command in the conduct of visits, ceremonies, conferences, and other official social events.

b. Functions.

(1) Provides assistance as needed to brigades and battalions on matters pertaining to protocol.

(2) Provides guidance to the CG, DCG, CoS, CSM, and two deputy commanders on all matters related to the proper protocol and customs of the Army and other Services as well as customs and courtesies of other countries.

(3) Plans and coordinates visits to USAREC by general officers (GOs), foreign delegations of all ranks, and distinguished civilians.

- (4) Supports Headquarters, U.S. Army Accessions Command (HQ USAAC) and the U.S. Army Accessions Support Brigade (ASB) as needed.
- (5) Provides marketing research analysis used in the site selection for conferences.
- (6) Provides guidance to escort officers, drivers, and any support personnel involved with official events.

2-12. Chaplain and Unit Ministry Team

- a. Core competency. Advises the commander on matters of religion, morality, and morale. Assists the commander in establishing a moral, ethical, and spiritual climate. Also, assists the commander in maintaining ethical and humanitarian leadership practices.
- b. Functions.
 - (1) Facilitates the free exercise of religion.
 - (2) Provides pastoral care and religious ministry.
 - (3) Supervises and conducts training for chaplains and chaplain assistants throughout USAREC which includes: Applied Suicide Intervention Skills Training, Suicide Prevention, Basic Human Interaction, Sharpening Your People Skills (Behavior), Myers-Briggs Type Indicator (Personality), and professional development.
 - (4) Ensures specific areas of training for recruiters are conducted (that is, stress management, quality of life, suicide prevention and awareness, moral ethics, post-traumatic stress disorder (common signs), and basic interaction).
 - (5) Visits all brigade areas in USAREC and determines necessary training for Families, to include: Stressing human dignity, self-worth, marriage enrichment, and Family values.
 - (6) Formulates policy and plans for all USAREC unit ministry team members.
 - (7) The Command Chaplain's Office supervises and monitors the use of the Individual Ready Reserve (IRR) and Individual Mobilization Augmentee (IMA) chaplains in the Chaplain Reserve Support Program throughout USAREC who provide emergency pastoral care for religious, spiritual, moral, and emotional well-being of USAREC Soldiers and their Families.

2-13. EEO Office

- a. Core competency. Implements a commandwide EEO Program; guarantees equality of opportunity at all levels of the command within the framework of established DA policies, programs, regulations, and procedures.
- b. Functions.
 - (1) Serves as principal advisor to the CG USAREC and other key management officials on the Federal EEO Program.
 - (2) Develops and coordinates policies, plans, directives, and regulations for the command administration and implementation of the EEO Program.
 - (3) Promotes understanding and provides command assistance and direction of the EEO Program and provides guidance to lower level activities and assistance to servicing activities. Monitors and assesses the EEO Program and conducts staff visits to servicing EEO offices to evaluate the quality of service.
 - (4) Coordinates implementation of the command EEO Affirmative Action Plan with local supporting plans.
 - (5) Makes staff visits to field installations and activities. Represents the command at DOD, DA, Federal agency, and community meetings pertaining to EEO.
 - (6) Administers commandwide special emphasis programs, including the Federal Women's Program, Hispanic Employment Program, Black Employment Program, Asian American/Pacific Islander Program, and American Indian/Alaskan Native Program.
 - (7) Monitors the complaint processing system in order to ensure compliance with regulatory requirements. Advises management on potential problems and discusses possible solutions and actions to be taken for resolution. Provides guidance in negotiating resolutions.
 - (8) Performs functions and activities relating to the EEO Program which may not be redelegated or assigned elsewhere, such as recommendations for command action on discrimination complaints and supplemental training of activity commanders on EEO.

2-14. EO Office (military)

Functions:

- a. Develops and coordinates plans, policies, directives, and regulations for the command EO Program.
- b. Guides and assists implementation of EO and conducts annual unit discussion leadership training, as appropriate.
- c. Ensures affirmative action plans and basic regulations are published, reviewed, and updated.
- d. Conducts assessment visits to subordinate units to assess EO climate.
- e. Reviews EO complaints and problem situations and advises those concerned.
- f. Conducts USAREC EO representative course.

- g. Maintains liaison with other ACOMs, DA, and installation agencies on EO matters as required.
- h. Conducts briefings and training upon request for staff, Soldiers, and Family members.

2-15. Command Safety Office

a. Core competency. Manages, supervises, develops, and coordinates DOD, DA, and TRADOC safety programs and USAREC specific programs. Coordinates actions with DOD, DA, other Federal agencies, major commands, and other safety organizations. Commander's safety and occupational health (SOH) advisor for assigned safety programs. Advises commander, supervisors, field activities, and safety managers on matters pertaining to assigned programs. Establishes and implements plans, policies, and procedures for safety programs at all levels of command. Conducts assistance visits, safety inspections, safety investigations, and reviews.

b. Functions.

(1) Serves as principal staff element in planning, organizing, directing, and evaluating all safety program elements within the command.

(2) Demonstrates expert knowledge of SOH procedures, regulations, and the ability to evaluate and recommend compliance with regulations and accepted safe practices.

(3) Provides for the establishment and implementation of plans, policies, and procedures for conducting safety programs at all levels of command.

(4) Assists commanders in determining the numbers and qualifications of personnel necessary to ensure an effective accident prevention program.

(5) Determines the need for, obtains, and distributes safety promotional and educational materials.

(6) Provides technical assistance in accident investigation and reporting to ensure accuracy and completeness.

(7) Collects, analyzes, and disseminates data concerning the accident experience of the command; prepares reports of safety activities; and conducts studies as required by higher authority.

(8) Reviews operating procedures, manuals, directives, and other instructions to ensure the incorporation of safe practices and safe physical standards.

(9) Reviews plans for proposed demonstrations and exhibits to ensure the safety of Army personnel and the public.

(10) Conducts surveys and inspections of activities to include review of accident prevention programs.

(11) Conducts standard Army SOH inspections of worksites.

(12) Implements and manages all aspects of the Army Safety Program for this command as outlined in AR 385-10.

(13) Implements and manages the command Hazard Communication, Bloodborne Pathogen, Risk Management, Ergonomics, Radiation Protection, and Respiratory Protection Programs.

(14) Develops recommendations for corrective measures where warranted by adverse accident rates or trends, hazardous conditions, procedures, or other deficiencies.

(15) Provides accident prevention material and ensures high quality training for civilian and military safety personnel at all levels.

(16) Coordinates with Preventive Medicine Service and U.S. Army Medical Department Activity to identify and abate existing or potential occupational health hazards in the workplace.

(17) Publicizes methods for reporting unsafe or unhealthful conditions.

(18) Convenes the Command Safety Council quarterly or as directed by the CG.

(19) Fulfills and complies with labor management relations responsibilities regarding consultation, negotiation, union and management agreements, and applicable laws, rules, and governmentwide regulations.

(20) Develops a comprehensive safety training program for additional duty safety personnel to ensure competence in carrying out their duties. Ensures this program is taught.

(21) Provides matrix safety support and oversight to all USAAC elements located at Fort Knox and the ASB and its subordinate units.

(22) Safety proponent for all statutory and regulatory SOH programs.

(23) Serves as the ASB commander's SOH advisor.

(24) Provides assistance to the ASB with day-to-day safety issues, such as questions and concerns, accident reporting, and inspections other than aviation safety (aircraft only; not including parachutes, pyrotechnics, etcetera), that will be covered by the TRADOC Safety Office. TRADOC policies and procedures will be the standard for all safety matters.

(25) Provides education and training, hazard identification, and conducts annual evaluations. Provides recommendations to ASB commander to mitigate hazards.

(26) Provides environmental monitoring through a continuing program of observation, measurement, and judgment necessary to recognize potential health hazards and judge the adequacy of protection, and the taking of environmental measurements for the purpose of evaluating employee exposure to workplace hazards.

2-16. Command Psychologist

a. Core competency. Advises the command on strategic issues which impact leader development, human factors performance, and mental health issues. Develops and implements the Integrated Leader Development Program which involves comprehensive institutional and sustainment training for leaders at all levels on the human dynamics of self-awareness, environmental impacts, performance under pressure, effective communication, and reintegration issues. Develops and implements training for companies on enhanced performance, communication, and team building; provides command consultation on screening, selection, reintegration issues, and mental health cases; remains an agent of change for USAREC consistent with doctrine and cultural changes.

b. Functions.

(1) Provides input to USAREC on strategic planning regarding all issues in which human factors play a critical role on mission success.

(2) Provides USAREC with trends related to leadership traits and mission success and command climate.

(3) Provides USAREC with training needs of leaders at all levels based on feedback from the field through recruiting company training on performance enhancement (mental toughness), battalion level training on mission-essential communication and the Leader's Edge (USAREC 360).

(4) Develops, implements, and modifies to remain relevant, a commandwide integrated leadership training program that includes self-awareness, environmental impact awareness, communication skills, and redeployment and/or reintegration mental health issues.

(5) Provides briefings on USAREC's Leader Development Program to the Assistant Secretary of the Army, Army G1, HRC, TRADOC, USAAC, and other very important persons as directed.

(6) Coordinates directly with DA agencies and commands regarding policy and procedures that will impact human factor issues within USAREC (such as assignment of NCOs immediately after redeployment) and other issues that relate to the development and sustainment of USAREC's Adaptive Leader Program.

(7) Provides institutional training for the Army Recruiter Course (ARC) on human performance under pressure which includes the identification of ineffective stress versus optimal stress zones and provides tools on how to perform at maximum effectiveness when needed; stress inoculation training to increase awareness of high operational tempo, environmental stresses, and job demands in order to better prepare them for recruiting duty; and reintegration issues.

(8) Provides institutional training for all leaders (station commanders to deputy commanders) on:

(a) Human dynamics of performance under pressure in order for leaders to more effectively mobilize human factors in subordinates for optimal mission success.

(b) Communication methods that effectively and accurately identify issues underlying problems and provide tools to hold subordinates accountable in purposeful and respectful ways.

(c) Redeployment and reintegration issues which may arise in their commands due to incoming Soldiers with recent and/or multiple deployments encountering additional stresses of recruiting duty as well as guidelines on how to most effectively manage Soldiers who present mental health issues to the extent that they are no longer able to function in USAREC.

(9) Provides individual feedback for all leaders, from station commanders to deputy commanders, via the attentional and interpersonal style (TAIS) inventory. TAIS uses historical USAREC benchmarks to evaluate a person's aptitude for each recruiting leader position. TAIS identifies leader strengths and developmental opportunities to produce a tailored individual leader development plan. This development plan minimizes the learning curve of leaders new to USAREC and those leaders assuming a new recruiting leadership position.

(10) Administers surveys to all participants in the Leader's Edge Program (USAREC's 360 for First Sergeants (1SGs)). Maintains and analyzes surveys and production data for USAREC leadership trends and training needs. Provides individual feedback to 1SGs in the Leader's Edge Program incorporating previous TAIS data and assists them in creating a new leader development plan.

(11) Develops, implements, and modifies, as appropriate, field instructions to companies in which a complete analysis is done on all company personnel based on historical and current TAIS profiles compared to production data and each leader's (station commanders and company command groups) style to functioning of subordinates. Obtains goals and objectives of company command groups and their identification of obstacles that keep units from moving forward. Obtains station commanders' and recruiters' perspective on what obstacles exist that prevent their getting to the next level of performance; tailors company training to what is presented. Assists companies in identifying areas that are within their control to impact. Presents human dynamics of performance under pressure and tools for building mental toughness so recruiters recognize what actions they can take to overcome obstacles within their control and leaders recognize what leader behaviors they can employ in order to assist recruiters in becoming more effective with the ultimate goal of increasing mission success for that company.

(12) Provides field instruction at battalion annual training conferences (ATCs), station commander after-action

reviews (AARs), and off-sites for both station commanders and company command groups (only one level of leadership will be trained at a time to facilitate open and direct communication) on how the recruiting environment with its high operational tempo, short suspenses, and continuous sustainment operations can lead to the over use of communications most effective for immediate results, but ineffective for long-term results. Presents human dynamics of this communication and tools to assist leaders in more effective communication techniques that will lead them to earlier and more accurate clarification of problems and development of long-term solutions with goal of obtaining optimal performance from subordinates.

(13) Provides assistance visits as requested by all levels of command; develops and provides training on any issue requested or determined to be needed based on assistance visits.

(14) Provides 3-day certification training on adaptive leadership for brigade and battalion master trainers, company operations and training NCOs, and instructors at the Recruiting and Retention School (RRS).

(15) In coordination with USAREC chaplains, provides assistance and training in reintegration issues at off-site conferences, as needed.

(16) Administers and screens redeployment surveys for all ARC, RCCC, and PCC students for potential reintegration issues upon assignment to USAREC.

(17) Identifies individual students with potential reintegration issues and personally interviews each Soldier. Determines whether RRS instructors should be notified to observe Soldier throughout the course; Soldier should be referred for further evaluation at Behavioral Health, Moncrief Army Community Hospital; or Soldier should be terminated from course and returned to operational unit.

(18) Advises and assists commanders at all levels on mental health issues. Provides consultation on most effective leader actions to be taken in each situation, referral recommendations, assistance in developing referral paperwork, assistance in obtaining individual assessment at nearest facility, assistance in understanding response to referral questions by health care provider, and recommends and assists in further disposition of Soldier.

(19) Works with Army Psychology Consultant on the nominative selection of active duty (AD) psychologists in the five command consultation positions; ensures smooth backfill as they permanently change stations.

(20) Works with the civilian personnel operations center and the civilian personnel advisory center in the hiring process of four psychologists, eight adaptive leader coaches, and two administrative personnel.

(21) Establishes policy and procedures for all members of Center One.

(22) Ensures competence of all psychologists and coaches in understanding concepts of programs as they apply to the unique work environment of USAREC, effective presentation skills, TAIS interpretation, the provision of individual feedback, and the creation of individual leader development plans. Ensures competence of psychologists in 360 Program in providing individual feedback based on the Leader's Edge and creating individual leader development plans.

2-17. HQ Comdt

a. Core competency. Provides support to both USAREC and USAAC personnel within HQ USAREC. Responsible for the health, welfare, training, and unit readiness for Soldiers assigned to HQ USAREC. Provides leadership for military order and discipline.

b. ISG responsibilities.

(1) Advises the HQ Comdt on matters pertaining to enlisted Soldiers assigned to HQ USAREC.

(2) Counsels enlisted Soldiers and takes corrective action.

(3) Prepares training schedules that include the Noncommissioned Officer Development Program, common task training, military occupational specialty (MOS) skill development, master fitness training, and required training as stated in USAREC Reg 350-1.

(4) Coordinates maintenance and cleanliness of USAREC enlisted barracks.

(5) Oversees the physical security of headquarters facilities, barracks, and grounds.

(6) Administers the Army Substance Abuse Program (ASAP).

(7) Ensures headquarters safety and fire protection measures are followed.

(8) Serves as cochairman to the unit fund council.

(9) Monitors headquarters mail activities for Soldiers.

(10) Ensures dependent care plans are current and on file.

c. HQ Comdt's support for personnel administration.

(1) Oversees headquarters reenlistment program.

(2) Directs the headquarters Army physical fitness test, weight control, and remedial physical training programs.

(3) Directs the sponsorship program.

(4) Oversees the headquarters Noncommissioned Officer Education System Program.

(5) Processes all headquarters NCOERs and OERs to the local military personnel office.

- (6) Provides voting assistance information.
- d. Building maintenance.
- e. Physical security.
- f. Supply discipline.

2-18. Health Services Directorate

Health Services Directorate is a headquarters element embedded within the MRB. The director also serves as the MRB commander.

a. Core competency. Plans, provides staff direction for, and supervises activities of commissioning programs for procurement from civilian life. Formulates policy and supervises activities concerning recruitment. Coordinates recruiting activities as required and allocates requirements for health care programs and options. Develops policies for all six AMEDD corps commissioned personnel procurement programs assigned to USAREC. Improves the functioning of organizational elements by implementing selected management and behavioral science skills designed to enhance mission accomplishment and increase recruiter productivity. See figure 2-3 for organizational chart.

b. Functions.

- (1) Formulates policy concerning direct commission and student program process.
- (2) Identifies major personnel procurement problem areas and supervises implementation of corrective measures.
- (3) Identifies potential recruiting and processing problem areas in terms of geographical location, past problems, or specific command difficulties.
- (4) Command point of contact for U.S. Army Criminal Investigation Command Liaison Office concerning alleged RIs of health care recruiting.
- (5) Provides training for the PCC, Executive Officer (XO) Course, ATCs, and for selected officer and NCO courses at the RRS.

c. Plans and Policy functions.

- (1) Serves as proponent for USAREC Reg 601-37 and USAREC Reg 601-105.
- (2) Develops implementing procedures for all USAREC AMEDD accession programs.
- (3) Coordinates implementation of AMEDD recruiting incentives. Makes recommendations for changes in policy and incentives to HQDA; Office of The Surgeon General (OTSG); Army G1; and Office of the Chief, Army Reserve (OCAR) based on market conditions.
- (4) Provides input on AMEDD issues to directorate and command-level briefings.
- (5) Coordinates with the U.S. Army Human Resources Command-Alexandria (HRC-Alexandria), Army G1, OTSG, OCAR, U.S. Army Medical Command (MEDCOM), Army Reserve Medical Command (AR MEDCOM), HRC-St. Louis, and the U.S. Army Reserve Command (USARC) as needed.
- (6) Provides subject matter expert (SME) guidance to G2 and G7/9 in support of medical recruiting advertising and marketing initiatives.

d. Human Resources Team functions.

- (1) Reviews applications for administrative correctness.
- (2) Serves as point of contact for military personnel offices, personnel services branches, personnel services divisions, military personnel divisions, and service members for questions concerning AMEDD programs.
- (3) Advises the director and USAREC personnel on policies concerning AMEDD programs.
- (4) Prepares proponent qualified packets for presentation before the HQDA board.
- (5) Responsible for daily updating of USAREC and internal directorate databases. These databases keep health care recruiters, the MRB, and medical recruiting battalions updated on the status of applicants.
- (6) Contacts the directorate operations NCO and officers daily regarding packet errors and credits.

e. Boards Division functions.

- (1) Prepares letters for civil, age, and medical waivers and forwards to appropriate agency.
- (2) Provides comprehensive regulatory guidance on application and prerequisite procedures.
- (3) Administers officer selection boards and schedules training for applicants selected for commissioning. This responsibility includes procuring board members, issuing temporary duty (TDY) orders, briefing board members for convening and adjourning, preparing board results for CG's approval, and preparing electronic messages to release board results.
- (4) Maintains liaison with HRC-Alexandria, HRC-St. Louis, and AMEDD proponents on changes to eligibility rules.
- (5) Processes and tracks packets for proponent qualification and evaluates requests for moral, age, and active Federal service waivers.
- (6) Corresponds with individual applicants on all disapproval actions by proponents and waiver agencies.
- (7) Serves as principal advisor to the director and staff on recruiting and boarding issues.

f. Army Nurse Corps (AN) Division functions.

(1) Processes applications for AD and AR programs in accordance with current regulations, directives, and policies. Programs include, but are not limited to, direct accession for AD, AR, and ARNG; nurse anesthesia programs (Northeastern University and Uniformed Services University of Health Sciences (USUHS); Health Professions Scholarship Program (HPSP); AMEDD Enlisted Commissioning Program (AECP); Funded Nurse Education Program (FNEP); Specialized Training Assistance Program (STRAP); Bonus; and Health Professions Loan Repayment Program (HPLRP).

(2) Tracks and reports mission achievements.

(3) Manages AD programs.

(a) Serves as SME on the AN for recruiters; provides up-to-date information on programs.

(b) Manages and tracks new AN accessions from USAREC, ROTC, AECP, and the FNEP to meet the budget end strength (BES) goal established by Army G1.

(c) Processes FNEP applications from officers applying for branch transfer to the AN.

(d) Provides oversight for the AECP.

(e) Coordinates assignment of new AN accessions with HRC-Alexandria to generate a request for orders (RFO) for each officer on the Total Officer Personnel Management Information System (TOPMIS).

(f) Manages training seat allocations at the AMEDD Officer Basic Course (OBC).

(g) Responds to requests for information by the Army Board for Correction of Military Records (ABCMR).

(h) Reviews and critiques advertising and marketing programs and recruiting publicity items (RPIs) related to the recruitment of RA nurses; advises the G2 and G7/9.

(4) Manages AR programs.

(a) Serves as the AN SME for recruiters; provides up-to-date information on programs.

(b) Provides training to ARNG recruiters regarding eligibility requirements, credentialing, and application preparation.

(c) Processes STRAP incentive applications from Soldiers currently assigned in the Selected Reserve (IMA, IRR, troop program unit).

(d) Responds to requests for information by the ABCMR.

(e) Coordinates Reserve Component (RC) issues with HRC-St. Louis, OCAR, USARC, AMEDD Professional Management Command (APMC), AR MEDCOM, and ARNG as applicable.

(5) Interprets and clarifies policy related to the recruiting and accession of nurses; recommends policy changes.

(6) Serves as liaison to internal and external agencies.

g. Medical Service Corps (MS) program manager (PM) functions.

(1) Processes applications for AD and AR programs in accordance with current regulations, directives, and policies for specialties including, but not limited to, pharmacy, optometry, podiatry, microbiology, parasitology, immunology, biochemistry, clinical laboratory, research psychology, nuclear medicine science, entomology, audiology, environmental science, sanitary engineering, social work, and clinical and counseling psychology. Programs include, but are not limited to, direct accession for AD, AR, and ARNG; Clinical Psychology Internship Program; and HPSP for clinical psychology and optometry.

(2) Tracks and reports mission achievements.

(3) Manages AD programs.

(a) Manages and tracks all new MS accessions from USAREC, ROTC, OCS, and the U.S. Military Academy to meet the BES goal established by Army G1.

(b) Coordinates assignment of new MS accessions with HRC-Alexandria and generates an RFO for each officer on TOPMIS.

(c) Reviews TOPMIS records of each accessed officer for accuracy of personal and assignment information.

(d) Manages, but does not select, training seat allocations at the AMEDD OBC for new MS officers.

(4) Manages AR programs. Provides guidance as required to ARNG recruiters regarding eligibility requirements, credentialing, and application preparation.

(5) Interprets policy related to the recruiting and accession of MS officers; recommends changes where appropriate.

(6) Serves as liaison to internal and external agencies: USAREC, MRB, medical recruiting battalions, OTSG, AMEDD Center and School (AMEDD C&S), MEDCOM, AR MEDCOM, HRC-Alexandria, ROTC, and the Office of the Chief of the MS.

(a) Serves as SME on the MS for recruiters; provides current information on each program.

(b) Responds to requests for information by the ABCMR.

(c) Coordinates RC issues with HRC-St. Louis, OCAR, USARC, APMC, AR MEDCOM, and ARNG as applicable.

h. Medical Corps (MC) PM functions.

(1) Processes applications for AD and AR programs in accordance with current regulations, directives, and policies.

Programs include, but are not limited to, direct accession for AD, AR, and ARNG; MC HPSP; Financial Assistance Program (FAP); National Guard 00E67 Student Program; STRAP; Bonus Program; HPLRP; AD HPLRP; and the Medical and Dental School Stipend Program.

- (2) Tracks and reports mission achievements.
- (3) Manages the F. Edward Hebert Armed Forces HPSP and USUHS.
 - (a) Develops and proposes policies, procedures, and regulations pertaining to the HPSP and USUHS.
 - (b) Manages the Army HPSP in medicine, dentistry, optometry, clinical and counseling psychology, and veterinary medicine. (Each PM manages their own corps HPSP.)
 - (c) Boards applicants for the HPSP; notifies and accesses applicants selected to receive scholarships.
 - (d) Processes and accesses Army interservice transfers for the HPSP and USUHS.
 - (e) Coordinates eligible HPSP obligators' applications for first-year graduate medical education.
 - (f) Provides marketing input for all RPIs.
- (4) Manages AD programs.
 - (a) Manages and tracks new MC accessions and sustainment program participants (HPSP) to meet the BES goal established by Army G1.
 - (b) Coordinates assignment of new MC accessions with HRC-Alexandria and generates an RFO for each officer on TOPMIS.
 - (c) Reviews TOPMIS records of each accessed officer for accuracy of personal and assignment information.
 - (5) Manages AR programs.
 - (a) Provides training to ARNG recruiters regarding eligibility requirements, credentialing, and application preparation.
 - (b) Processes STRAP incentive applications from Soldiers currently assigned in the Selected Reserve (IMA, IRR, troop program unit).
 - (c) Manages accessions and sustainment program participants (to include HPSP, FAP, Obligated-STRAP, and Bonus) with appropriate commands.
 - (6) Interprets policy related to the recruiting and accession of MC officers; recommends changes as necessary.
 - (7) Serves as liaison to internal and external agencies.
 - (a) Serves as SME on the MC for recruiters; provides current information on each program.
 - (b) Responds to requests for information by the ABCMR.
 - (c) Coordinates RC issues with HRC-St. Louis, OCAR, USARC, APMC, AR MEDCOM, and ARNG as applicable.
 - (d) Provides input to the division chief on MC policy and strategic planning.
 - i. Veterinary/Specialist/Dental Division functions.
 - (1) Processes applications for AD and AR programs in accordance with current regulations, directives, and policies for Veterinary Medicine, Physical Therapy, Occupational Therapy, Dietetics, Physician Assistants, Dental Corps (DC), and other specialties. Programs include direct accession for AD, AR, and ARNG; Dental and Veterinary Early Commissioning Programs; Advanced Education Program in General Dentistry; Dental and Veterinary HPSP; AR incentive programs; FAP; U.S. Army Baylor University Graduate Program in Physical Therapy; U.S. Army Dietetic Internship; U.S. Army Occupational Therapy Fieldwork Experience; and Physician Assistant Training Program.
 - (2) Tracks and reports mission achievements.
 - (3) Manages the AD program.
 - (a) Manages and tracks new Veterinary Corps (VC), Army Medical Specialist Corps (AMSC), and DC accessions from USAREC and ROTC to meet the BES goal established by Army G1.
 - (b) Coordinates assignment of new VC, AMSC, and DC accessions with HRC-Alexandria; generates an RFO for each officer on TOPMIS.
 - (c) Reviews TOPMIS records of accessed officers for accuracy of personal and assignment information.
 - (d) Manages seat allocations at the AMEDD OBC for new VC, AMSC, and DC officers.
 - (4) Provides training to ARNG recruiters regarding eligibility requirements, credentialing, and application preparation.
 - (5) Interprets policy related to the recruiting and accession of VC, AMSC, and DC officers and recommends changes.
 - (6) Serves as liaison to internal and external agencies: USAREC, MRB, medical recruiting battalions, OTSG, AMEDD C&S, MEDCOM, AR MEDCOM, HRC-Alexandria, ROTC, and the chiefs of the Veterinary, Specialist, and DC.
 - (a) Serves as SME on the VC, AMSC, and DC for recruiters; provides current information on each program.
 - (b) Responds to requests for information by the ABCMR.
 - (c) Coordinates RC issues with HRC-Alexandria, HRC-St. Louis, OCAR, USARC, APMC, and ARNG as applicable.

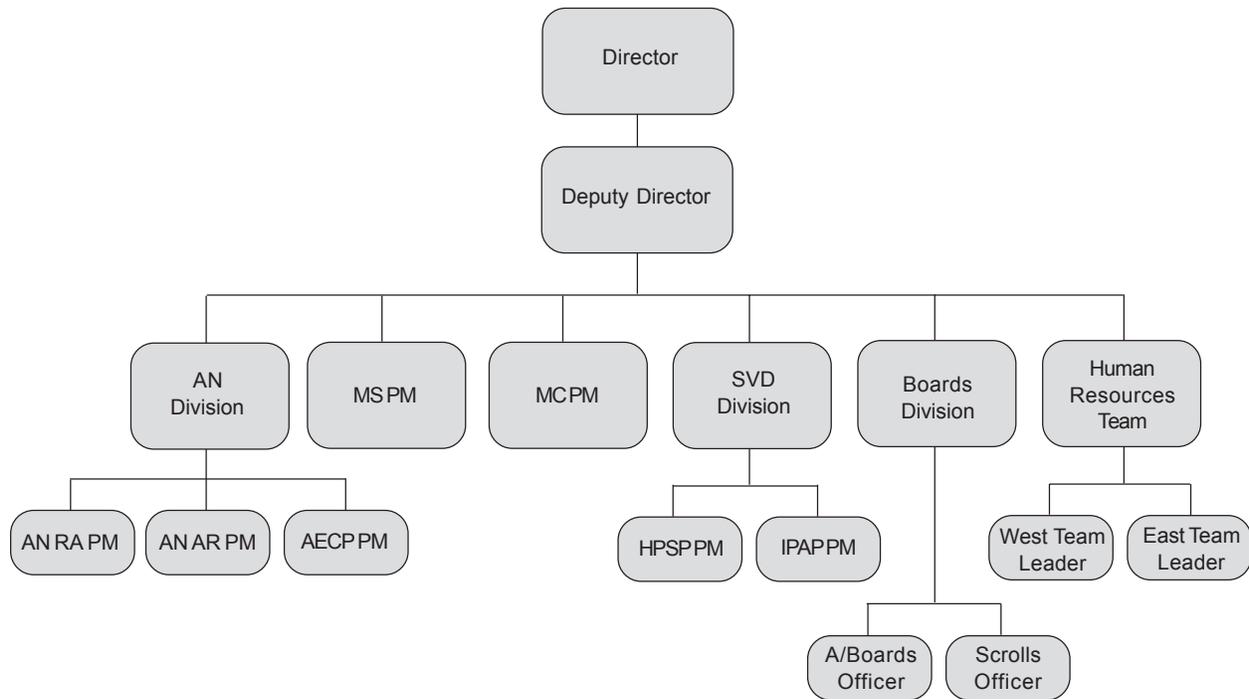


Figure 2-3. Health Services Directorate organizational chart

2-19. ACS, G1

a. Core competency. Forms and implements command policy and procedures for the effective management of the military workforce. Directs the implementation of established DA policies concerning military personnel systems; and directs the assignment of personnel within the command and maintains the command strength with qualified personnel. Implements a commandwide civilian personnel management program; guarantees equality of opportunity at all levels of the command within the framework of Office of Personnel Management (OPM), DOD, Army, and TRADOC regulations, policies, programs, and procedures. See figure 2-4 for organizational chart.

b. Functions.

(1) Supervises and coordinates policies governing the development and maintenance of an effective military workforce within USAREC.

(2) Develops and maintains directorate input into command budget plans; command programs; and conceptual, contingency, and operational plans.

(3) Manages the Recruit the Recruiter Team.

c. Personnel Management Division functions.

(1) Develops personnel policies and procedures for the recruiting and support force.

(2) Executes the new recruiter distribution priorities; provides 79Rs professional development and career progression through reassignments.

(3) Coordinates recruiting force management with HRC-Alexandria, HRC-St. Louis, and TRADOC.

(4) Establishes command policies and procedures for recruiter and support personnel suspensions.

(5) Develops enlisted promotion policies for the command.

d. Officer Management Branch functions.

(1) Directs, supervises, and coordinates the strength management and assignments of all RA and Active Guard Reserve (AGR) officer personnel.

(2) Coordinates, processes, and monitors officer internal assignment and reassignment actions (cost and no-cost) and extensions. Coordinates actions with Commands Branch, Senior Leader Development Office, Operations and Plans Division, and individual branch managers at HRC-Alexandria, HRC-St. Louis, and subordinate units.

(3) Requisitions for all officer replacements for the headquarters and subordinate units based upon projected losses and reassignments. Monitors requisitions to ensure validation and fills are within the appropriate cycle. Obtain by-name fill.

- (4) Monitors officer replacements from the time they are identified until they report to USAREC.
 - (5) Makes recommendations on reassignment and diversion actions for officer personnel based on the impact that action may have on the brigade and brigade strength posture.
 - (6) Obtains, analyzes, and provides officer quantitative and qualitative management information, to include the results of promotion and school selection boards. Dispatches the data to Command Group and/or the field, as appropriate.
 - (7) Maintains informational personnel files on each assigned officer.
 - (8) Obtains and processes nominations for nominative positions.
 - (9) Prepares reports and provides statistics on officer personnel as requested.
 - (10) Develops command personnel policies and procedures for officers.
 - (11) Processes officer relief actions.
 - (12) Manages all OERs with Command Group interest.
 - (13) Provides policy and guidance on officer career development and progression.
 - (14) Processes requests for officer professional development.
- e. Enlisted Management Branch functions.
- (1) Supervises the management of RA and AGR enlisted personnel assigned, attached, and/or under the operational control of the command.
 - (2) Command point of contact for compassionate reassignments.
 - (3) Develops selection and assignment criteria for brigade personnel.
 - (4) Supervises recruiter assignments.
 - (5) Provides 79Rs professional development and career progression through reassignments.
 - (6) Coordinates recruiting force management with HRC-Alexandria, HRC-St. Louis, and TRADOC.
 - (7) Monitors and reports enlisted personnel promotions and processes individual personnel actions.
 - (8) Processes reclassification actions.
 - (9) Monitors individuals selected for the Advanced Noncommissioned Officers' Course and processes and obtains seats for the Basic Noncommissioned Officer Course.
 - (10) Monitors and processes cadre recruiter rehabilitative assignments.
 - (11) Serves as the centralized manager for senior NCO assignments and reassignments.
 - (12) Processes senior enlisted promotion lists and school lists.
 - (13) Processes senior enlisted NCOERs.
 - (14) Processes relief actions for ineffective, unqualified, or unsuitable RA and AGR recruiters.
- f. Strength Management Branch functions.
- (1) Maintains the command's RA and AGR enlisted personnel strength.
 - (2) Supervises selection, scheduling, and assignment of recruiter candidates attending the ARC.
 - (3) Provides functional support personnel at Fort Jackson, SC, and HRC-Alexandria, to interview and screen new recruiter candidates.
 - (4) Establishes and reviews strength reporting procedures.
 - (5) Collects, prepares, and distributes all assigned personnel strength data.
 - (6) Establishes recruiter assignment priorities based upon strength data.
 - (7) Determines yearly force manning and training requirements through tracking of ARC students and command strength data.
 - (8) Prepares and provides analysis of command strength.
 - (9) Processes TDY orders for all ARC candidates.
 - (10) Provides command sponsorship letters to all recruiter candidates.
 - (11) Provides battalion level welcome packets at the RRS.
 - (12) Directorate point of contact for the enlisted portion of the Army Recruiting Information Support System-Personnel (ARISS-PER).
 - (13) Writes and coordinates the personnel portion of the ARISS-PER users manuals.
 - (14) Provides assistance to brigades and battalions on ARISS-PER and other automated systems.
 - (15) Conducts instruction on recruiter assignments at the ARC and RCCC, respectively.
 - (16) Maintains the command's personnel database (ARISS-PER).
- g. Human Resources Division functions.
- (1) Processes, researches, and resolves complaints addressed through Presidential, Congressional, and special interest inquiries pertaining to Army enlistment processing and eligibility and DOD, DA, and USAREC doctrine and policies.
 - (2) Manages the command's Soldier and Family assistance programs.

- (3) Manages the command's military awards and Federal voting assistance programs.
- (4) Manages the command's ASAP.
- (5) Manages the command's Well-Being Program. Supervises the staff collection of data to support command initiatives supporting well-being to include the morale, health, and welfare of Soldiers and their Family members.
- (6) Tracks, supervises, and develops policies and procedures for processing LOD investigations for all command personnel.
 - h. Soldier and Family Assistance Branch functions.
 - (1) Implements the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, civilian employees, and Family members of the command.
 - (2) Coordinates medical care, including TRICARE, TRICARE Prime-Remote, TRICARE AD Family Member Dental Plan, and direct care for AD Soldiers serving away from military medical treatment facilities. Monitors the Medical Protection System deployability status for the command. Ensures the command complies with the Health Insurance Portability and Accountability Act of 1996.
 - (3) Manages command participation in the Army Family Action Plan.
 - (4) Manages command nonappropriated funds.
 - (5) Participates as a crisis action team member for the command disaster preparedness plan operations led by the G3, Operations Division.
 - (6) Proponent for volunteer management and support, including Army Family Team Building Program. Manages the USAREC Volunteer Service Award Program.
 - (7) Manages and coordinates Army Community Service-type requirements and support to include the Relocation Assistance Program; Exceptional Family Member Program; Army Emergency Relief; Consumer Affairs and Financial Assistance Program; Information, Referral, and Followup Program; and family advocacy. Acts as liaison between the command and community and family support center.
 - (8) Manages, supervises, and develops policies and procedures to process LOD investigations for all Army recruiting personnel and support staff. Coordinates, prepares, and processes actions for decision by the final approving based on regulatory guidelines.
 - i. Awards Branch functions.
 - (1) Executes the command's Military Awards Program. Processes all recommendations for awards and decorations requiring approval by CG USAREC, CG USAAC, CG TRADOC, and HQDA.
 - (2) Ensures availability of an adequate supply of DA awards and incentive awards for use by the field force.
 - (3) Proponent for command uniform policy.
 - (4) Monitors the weight control program and the leave and pass program.
 - (5) Administers command input to DA level special actions and awards, such as the Combat Action Badge, MacArthur Leadership Award, and Superior Unit Awards, etcetera.
 - j. Congressional and Special Actions Branch functions.
 - (1) Reviews, researches, and coordinates mission-related actions to obtain a resolution to complaints, allegations, or requests for information or assistance identified through Presidential, Congressional, and other special interest correspondence. Prepares and dispatches replies to these inquiries addressing DOD, DA, and USAREC doctrine, and all aspects of enlistment programs and policies and procedures for enlistment and recruitment. Coordinates and monitors the completion of follow-on investigations required due to information surfaced through these inquiries.
 - (2) Manages, supervises, and develops policies and procedures to ensure the command's Substance Abuse Program meets the requirements of the ASAP. Notifies and is an advisor to local commanders regarding individuals identified positive for drug use during random urinalysis testing. Provides formal unit prevention leader certification training for newly appointed candidates.
 - k. Plans and Operations functions.
 - (1) Plans personnel aspects of operations and readiness efforts to support the commander's strategic initiatives.
 - (2) Provides oversight of the staff development of USAREC planning initiatives related to personnel support functions and activities.
 - (3) Coordinates reengineering initiatives with three G1 divisions and serves as a supporting asset to these staffs.
 - (4) Develops planning initiatives for personnel support in all recruiting operations and organizations.
 - (5) Develops and analyzes new initiatives for personnel support and policies in support of recruiting initiatives and programs.
 - l. Civilian Personnel Office (CPO) functions.
 - (1) Arranges for local civilian personnel servicing for all command organizations and activities; conducts field visits; troubleshoots problems; and maintains contact with servicing civilian personnel operation centers; civilian personnel advisory centers; Navy, Air Force, and DOD human resource officers; and ACOMs as necessary, to evaluate the quality

of service and to promote required improvements.

(2) Evaluates civilian personnel management throughout the command; analyzes appropriate personnel reports to determine trends, systemic issues, and problems; provides on-site advice and assistance; and conducts surveys, as required.

(3) Assures consistency of interpretation of regulations and procedures; provides advice, assistance, and necessary coordination with respect to controversial, inconsistent, or conflicting requirements that may result from the multiplicity of servicing operations in USAREC activities.

(4) Implements and administers commandwide career programs directly or through coordinated efforts.

(5) Performs those functions and activities relating to the civilian personnel management program which may not be redelegated or assigned elsewhere because of legal, regulatory, and administrative limitations, or for reasons of economy and efficiency. Included are such responsibilities as development and maintenance of standardized position descriptions; direction of the command position management program; review of multiple new or revised union contracts to ensure that the command's posture is represented; recommendations for command action on labor-management partnership issues, grievances, and appeals, as necessary; and supplemental training of activity commanders on civilian personnel management matters.

(6) Provides USAREC CG and key leadership staff advice, assistance, and consultation with respect to major program actions, civilian personnel goals, and objectives established at DA, TRADOC, or USAREC level; establishes commandwide priorities based on USAREC-unique situations; and develops resolutions to matters of concern throughout the command. Such matters may include position structure, identification of training needs, staffing plans and programs, stabilizing employment, or improving communications.

(7) Develops commandwide human resource (HR) policies, programs, and procedures specific to USAREC's needs and communicates same through formal memoranda, e-mail correspondence, information papers, desk aids, quarterly CPO newsletters, and CPO Web Site.

(8) Spearheads all HR actions related to restructuring initiatives to include advising CG on hiring freezes, classification moratoriums, internal placements, reductions in force, transfers of function, and restructuring management tools. Requests, coordinates, and reports to HQDA and TRADOC on all management tools (for example, early retirements, buyout incentives). Coordinates these initiatives and related actions with servicing HR providers and applicable unions and conducts on-site information briefings to management and employees.

(9) Manages the USAREC civilian training, education development (student detachment) intern program. This includes projecting intern needs, requesting intern allocations, monitoring the fill rate, approving intern individual development plans and intern training, and placement of graduating interns.

(10) Manages the commandwide civilian training program to include projecting training needs and obtaining necessary quotas, reviewing annual requests for training funds, ensuring that training funds allocated are properly utilized, arranging for on-site training, announcing and advising on long-term competitive training programs, approving training requests, and coordinating with learning institutions regarding enrollment.

(11) Manages the commandwide Performance Management Program to include advising managers on planning and assigning work, motivating employees, and appraising performance in support of organizational objectives.

(12) Manages the commandwide Incentive Awards and Recognition Program to include the development of awards policy, advising the command's executive awards board, facilitating the command's Employee of the Year Recognition Program, and providing awards reports.

(13) Coordinates HR approvals on superior qualification appointments and all pay incentives to include recruitment and relocation bonuses, retention allowances, and student loans.

(14) Provides matrix HR support to HQ USAAC staff located at Fort Knox and USAAC ASB personnel (for example, prepares HR policy guidance; advises on all areas of HR to include staffing and recruitment, position management and classification, performance management, awards, training, management-employee relations, and labor relations). Provides HR support to facilitate organizational change. Provides requested HR reports for civilian workforce; provides updated HR guidance through all mediums, such as, policy memoranda, e-mail correspondence, information papers, desk aids, quarterly CPO newsletters, and CPO Web Site.

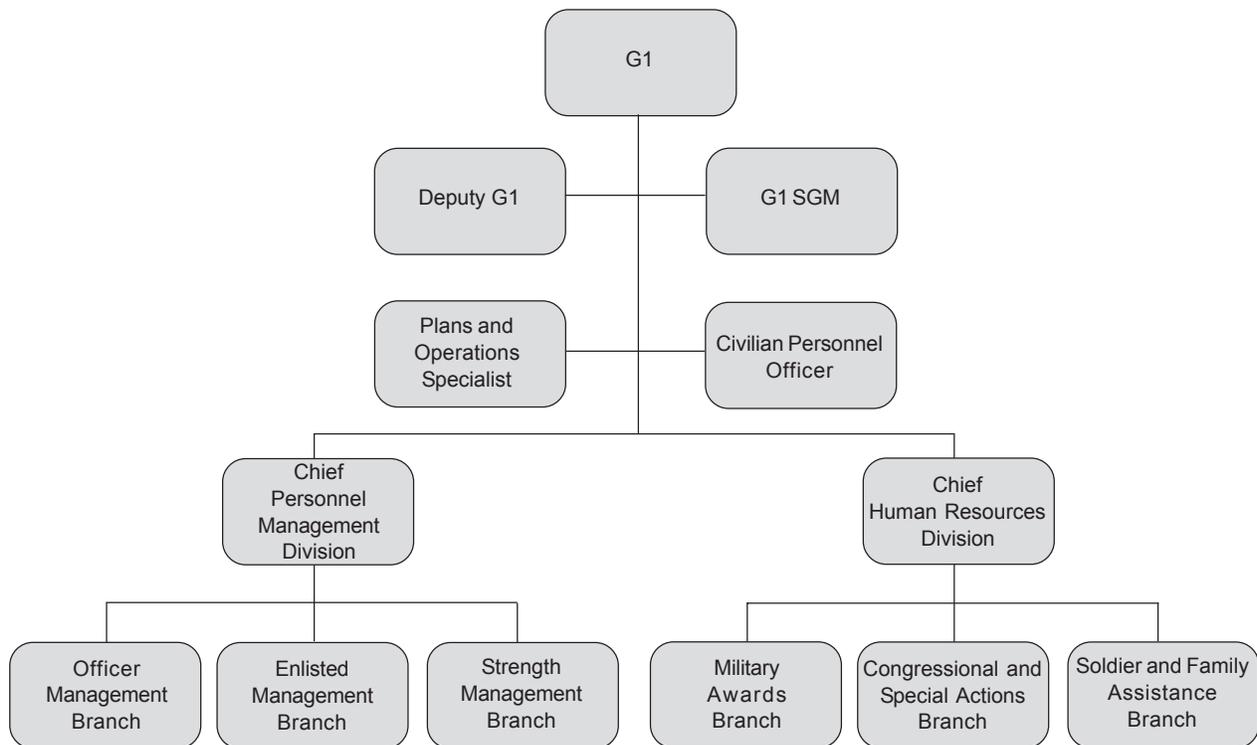


Figure 2-4. G1 organizational chart

2-20. ACS, G2

a. Core competencies.

- (1) Define recruiter requirements.
- (2) Develop market intelligence.
- (3) Conduct market analysis.
- (4) Position the force.
- (5) Mission the force.
- (6) Target markets.
- (7) See figure 2-5 for organizational chart.

b. Functions.

- (1) Acts as the senior advisor for research and analysis in USAREC ensuring analytical rigor in all analytical products.
- (2) Provides command-level decision support on issues affecting commandwide recruiting system efficacy.
- (3) Provides for the professional development and analytical education of USAREC's functional area 49 and career field 1515 professionals.
- (4) Provides technical guidance and assistance concerning statistical and operations research analysis.
- (5) Determines USAREC study requirements. Coordinates research and studies with USAAC focusing on long-range recruiting factors.
- (6) Facilitates marketing and missioning training support to brigades and the RRS.
- (7) Maintains state-of-the-art technology and theory that supports the use of operations research and systems analysis as it applies to recruiting.
- (8) Reviews recruiting-related tests and experiments done by USAAC and other DA or DOD agencies.
- (9) Acts as the functional lane representative for market and mission analysis working with the brigade market and mission analysis shops to advance the use of analytics in recruiting.
- (10) Regulation proponenty for USAREC Reg 601-73 and USAREC Reg 601-87.

c. Admin Section functions.

- (1) Reviews and coordinates directorate taskings.

- (2) Develops directorate input to the command budget estimate.
 - (3) Provides directorate input to the USAREC Information Management Plan.
 - (4) Coordinates, tracks, and processes all directorate maintenance requirements.
 - (5) Maintains log on directorate travel and related expenses in relation to the planned fiscal year (FY) expenditures.
 - (6) Serves as the information assurance security officer for the directorate portion of the USAREC local area network.
- d. Missioning Division functions.
- (1) Recommends contract RA missions by category. Allocates missions to brigades and provides recommended missioning allocation down to battalion level quarterly.
 - (2) Recommends contract AR missions by category. Allocates missions to brigades and provides recommended missioning allocation down to battalion level quarterly.
 - (3) Recommends contract AMEDD missions by category. Allocates missions to the MRB.
 - (4) Recommends contract special missions by category. Allocates missions to the SMB.
 - (5) Develops and maintains models that forecast market performance and recruiting accomplishments.
 - (6) Integrates short-term forecasting information into strategic production forecasts and analyses.
 - (7) Develops long-term missioning strategy and conducts “what-if” scenario analysis.
 - (8) Updates, loads, and monitors all missions in Mission, Production and Awards System (Top of the System and Mission, Production and Awards Web).
 - (9) Develops operational mission as necessary to support DA accession mission (that is, 18X, college, ethnic goals).
- e. Market Intelligence and Targeting Division functions.
- (1) Synthesizes, refines, and distributes market research to commanders and staff in support of the recruiting mission.
 - (2) Synthesizes, refines, and distributes analysis of other services production data at the ZIP Code, county, area of dominant influence, and USAREC organization levels.
 - (3) Conducts operations research and systems analyses of recruiting issues. Evaluates social, political, and economic factors affecting recruiting.
 - (4) Analyzes market conditions, command requirements, and other factors.
 - (5) Identifies gaps in knowledge of market factors and environmental forces through the strategic planning process.
 - (6) Conducts market supportability studies to estimate AR market potential of areas to support new and reorganized units and unit locations.
 - (7) Conducts leads system analysis at the operational and tactical levels of recruiting to determine efficiency and effectiveness and offer improvements to the systems and processes.
 - (8) Conducts bottom up lead source analysis to determine effectiveness of leads by source and to improve recruiter inputs to the leads system.
 - (9) Conducts demographic analysis to support the USAREC mission.
 - (10) Evaluates market potential and propensity to support the USAREC mission.
 - (11) Develops and maintains market analysis tools to support the field recruiting force.
 - (12) Develops and maintains resource and personnel targeting models.
- f. Positioning Division functions.
- (1) Provides guidance, coordination, and conduct of the Positioning Analysis and Evaluation (PAE) Program.
 - (2) Analyzes market conditions, command requirements, and other factors.
 - (3) Develops and maintains market and mission specific analytical software in support of the marketing and missioning process at all levels of the command.
 - (4) Evaluates and monitors the development of the battalion PAE.
 - (5) Coordinates command level resource actions affecting RA recruiting organizations and reorganization down to recruiting station (RS) size and number of recruiters.
 - (6) Determines and distributes marketing data requirements for the command in a meaningful and understandable format.
 - (7) Reviews requirements, resource planning, and resource prioritization and allocation for facilities and fiscal programs.
 - (8) Assigns recruiting station identification codes.
 - (9) Develops and maintains RA and AR databases in support of the PAE process.
 - (10) Conducts large database maintenance and analysis, including data development, cleaning, mining, and accessibility.
 - (11) Exercises proponency for USAREC Reg 601-87.

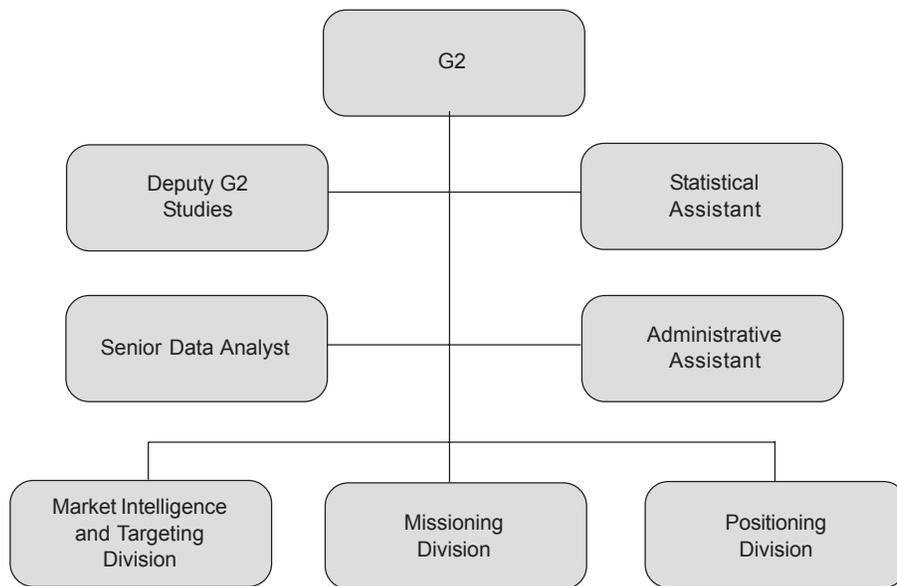


Figure 2-5. G2 organizational chart

2-21. ACS, G3

a. Core competency. Plans, provides staff direction for, and supervises activities of enlistment and commissioning programs for procurement from civilian life. Formulates policy and supervises activities concerning recruitment. Coordinates recruiting activities as required and allocates requirements for enlistment programs and options. Develops policies for all enlisted, warrant, and commissioned personnel procurement programs assigned to USAREC. Improves the functioning of organizational elements by implementing selected management and behavioral science skills designed to enhance mission accomplishment and increase recruiter productivity. See figure 2-6 for organizational chart.

b. Functions.

- (1) Directs recruiting operations of subordinate USAREC activities.
- (2) Formulates policy concerning enlistment process and Army guidance counselor (GC) functions.
- (3) Identifies major personnel procurement problem areas and supervises implementation of corrective measures.
- (4) Submits recruiting summaries for the USAREC historical report.
- (5) Manages and coordinates all administrative aspects of alleged RIs.

c. Command Surgeon functions.

(1) Reviews, grants, or denies medical waiver requests for RA and AR enlisted accessions and AMEDD applicants.
 (2) Develops and coordinates USAREC program, procedural, and policy changes in the accession and/or commissioning of all RA and AR personnel with Army G1, USMEPCOM, OTSG, the U.S. Army Health Services Command, TRADOC, FORSCOM, HRC-Alexandria, and HRC-St. Louis as required.

(3) Researches the latest trends in medicine and training to better serve USAREC by granting medical waivers to applicants where research indicates they can successfully complete their term of military service.

(4) Advises the commander on all medical questions.

d. Plans and Programs Division functions.

- (1) Plans, develops, and coordinates requirements for projects and activities in support of recruitment initiatives.
- (2) Analyzes, develops, and recommends changes in procedures for administration of programs, projects, and tasks.

Initiates and carries out plans and programs.

(3) Initiates actions to ensure conformance with policies, programs, and budgets.

(4) Develops a variety of plans and orders ranging from operational directives to advertising and special events.

Maintains liaison with TRADOC, HRC, USAAC, other DA commands, and major commands.

(5) Supports USAAC by leveraging technology and seamlessly integrating recruiting plans with the accession process.

e. Plans Branch functions.

(1) Plans, develops, and coordinates requirements for projects and activities in support of recruitment activities and initiatives.

- (2) Analyzes, develops, and recommends changes in procedures and business practices for administration of programs, projects, and tasks.
- (3) Coordinates with directorates within HQ USAREC and TRADOC, HRC-Alexandria, HRC-St. Louis, USAAC, AR, Army G1, other DA commands, and major commands as required.
- (4) Command proponent for Mobilization Plan.
- f. Programs Branch functions.
 - (1) Develops and coordinates program, procedural, and policy changes in the enlistment process with TRADOC, HRC-Alexandria, HRC-St. Louis, USAAC, USARC, Army G1, other DA commands, and major commands as required.
 - (2) Plans, develops, implements, maintains, and sustains pilot tests, programs, and initiatives that support the recruitment of personnel into components of the Army and AR.
 - (3) Command proponent for USAREC Reg 601-95, USAREC Reg 608-1, USAREC Reg 601-106, USAREC Reg 672-10, and USAREC Reg 672-13.
 - (4) Develops and implements programs that enhance overall recruiting activities.
 - (5) Manages the maintenance and operations of multiple programs involving the RA and AR that support recruiting efforts.
 - (6) Develops policies relating to recruiter incentive awards.
 - (7) Develops and manages the annual budget requirements and ensures conformance with DA and USAREC policy, guidance, and instructions.
 - (8) Analyzes the performance of programs.
 - (9) Evaluates impact in programs and funds, prepares statements indicating effects, and determines necessary revisions.
 - (10) Manages core programs such as:
 - (a) Voluntary Applicant Drug Screening Program.
 - (b) Future Soldier Training Program (FSTP).
 - (c) Hometown Recruiter Assistance Program.
 - (d) Special Recruiter Assistance Program.
 - (e) Active Duty for Operational Support-Reserve Component.
 - (f) Recruiter Incentive Awards Program.
 - (g) Future Soldier Remote Reservation System (FSR2S).
 - (h) 09L Arabic Translator Aide.
 - (i) National Voter Registration Act.
- g. G3 Tasking Cell functions.
 - (1) Central point of contact for all taskings that require action and/or response from subordinate units within the command.
 - (2) Central point of contact for all operational taskers that involve the deployment of Soldiers assigned to USAREC.
 - (3) Central point of contact for the review and publication of command operational plans, warning orders, operation orders, and fragmentary orders.
 - (4) Maintains liaison with TRADOC, USAAC, other DA commands, and major commands.
- h. G3 Administration Cell functions. Responsible for all G3 administrative actions.
- i. ARISS/Technical Support Division functions. Provides IT support to the Army Recruiter, both RA and AR, and the chain of command through modernization of automation tools and business processes. Provides technical support to the G3 by satisfying those needs through innovative and cost effective automation solutions. Works with DA, AR, HRC, USAAC, TRADOC, and other agencies to ensure the command's technology, data, and data security requirements are met.
- j. Technical Support Branch functions.
 - (1) Provides information management officer and information systems security officer (ISSO) services for the G3.
 - (2) Orders and maintains all computer hardware, peripherals, consumables, and communications for the G3.
 - (3) Coordinates local area network for the directorate.
 - (4) Schedules computer training for directorate personnel.
 - (5) Coordinates with USAAC G6 for user identification and passwords for the Army Recruiting Information Support System (ARISS) and associated subsystems.
 - (6) Conducts long-term automation and telecommunications support planning. Prepares input for the information management master plan and the budget process.
 - (7) Serves as the central point of contact for recruiting operations technical support. Maintains continuous liaison with USAAC G6.
 - (8) Supports pilot tests of new equipment and applications.

- (9) Assists action officers in the preparation of ad hoc queries and reports.
- (10) Provides webmaster services to G3.
- (11) Exercises functional responsibility for special automation projects outside ARISS.
- (12) Manages and tracks all Information Technology Acquisition Support System requests for the directorate.
- k. Developmental/Fielding Branch functions.
 - (1) Communicates ARISS development progress to USAREC and DA staff.
 - (2) Aids USAAC G6 in designing, developing, producing, and maintaining programs required for G3 directorate needs.
 - (3) Prepares or assists in the preparation of functional requirements documents for submission to USAAC G6 for the development of software products for use by recruiters and their chain of command.
 - (4) Serves as functional proponent for recruiting-related databases and programs on all USAREC and USAAC G6 systems and automated processes.
 - (5) Represents USAREC as functionals to the ARISS project.
 - (6) Manages the functional development, integration, and fielding of all USAREC automated recruiting processes.
- l. REQUEST Management Branch functions.
 - (1) Troubleshoots field calls on the use and function of the Recruit Quota System (REQUEST) and related Web services to include temporary reservations made by FSR2S users.
 - (2) Assists GCs and FSR2S users to resolve REQUEST operating problems.
 - (3) Functional and technical proponent for the USAREC phase of intercomponent data transfer and the Total Army Personnel Database.
 - (4) Provides REQUEST manager for USAREC who serves as the USAREC point of contact for all issues dealing with REQUEST.
 - (5) USAREC liaison to KEYSTONE (HRC) and USMEPCOM.
 - (6) REQUEST and FSR2S Web services primary trainer and briefer.
 - (7) Manages account access to REQUEST and related data security procedures.
- m. Operations Division functions.
 - (1) Coordinates activities dealing with accession management. Monitors, tracks, and maintains numerical and statistical documentation of recruiting production.
 - (2) Represents USAREC at conferences held at HQDA involving all facets of accessions.
 - (3) Directs, plans, and supervises both short- and long-range analysis of overall production, options, and programs as well as established trends and predicted performance or impact upon recruiting.
 - (4) Responsible for preparation of all production and MOS charts and/or graphs used for end-of-month production summary. Prepares all other briefings for Command Group and outside agencies requiring USAREC production data.
 - (5) Manages the Organizational Inspection Program.
- n. Analysis Branch functions.
 - (1) Performs rapid analysis of policy issues. Analyzes accessions and develops policy concerning quality distribution issues. Maintains an accession database to support analysis. Conducts operations research to assist in resource allocation. Monitors production trends.
 - (2) Develops and maintains models for forecasting short- and long-range performance.
 - (3) Performs selected analysis and provides recommendations relative to operating programs.
 - (4) Conducts production analysis for the command, brigades, and battalions.
 - (5) Monitors and analyzes accession and contract trends by category and provides data, plans, and recommendations to support the accession mission.
 - (6) Provides input to directorate and command level briefings on issues.
 - (7) Manages recruiting incentives.
 - (8) Monitors and maintains history on command, brigade, and battalion trends including accession loss, FSTP loss, and write rates.
 - (9) Coordinates with HRC, Army G1, and USMEPCOM as needed.
 - (10) Prepares monthly recruiting summary message to Army G1.
 - (11) Monitors priority MOS contract production.
 - (12) Assists the Recruiting Operations Center (ROC) tracking MOS quality and overall fill quality marks.
 - (13) Analyzes, establishes, and monitors the monthly build to numbers.
 - (14) Manages the annual Soldier distribution quality for all MOSs.
 - (15) Assists the ROC in evaluating initial entry training, advanced individual training, and one-station unit training seats availability.
 - (16) Analyzes, establishes, and manages the pre-AD assignment factors for the Army Training Requirements and

Resource System and REQUEST interface database.

- (17) Assists the ROC in coordinating with HQDA and HRC concerning large scale training seat problems.
- (18) Manages all mission-related accession activities within the command.
- (19) Provides statistical production review on a weekly and monthly basis to include end of month, quarterly, and end of year projections.
 - o. Production Branch functions.
 - (1) Analyzes and manages command contract production on a daily basis. Tracks command accession mission (month, quarter, and year-to-date). Provides statistical analysis for production review.
 - (2) Manages all AMEDD production and accession issues on a daily basis.
 - (3) Provides monthly mission success achievement for all brigades and battalions.
 - (4) Briefs CG, CoS, and G3 on production strategy.
 - (5) Responsible for all production data that is briefed to the Army G1; the Vice Chief of Staff, U.S. Army (VCSA); the Chief of Staff of the Army; and the CG FORSCOM.
 - (6) Analyzes and tracks daily floor count and conversion data for the command, brigades, and battalions.
 - (7) Tracks all contracts for the command, brigades, and battalions.
 - (8) Tracks behavioral glidepath by command.
 - (9) Establishes and maintains liaison with brigade operations.
 - (10) Analyzes, monitors, and maintains history on command, brigade, and battalion trends, including mission and production, testing, floor count, conversion rates, production shifts, and FSTP losses.
 - (11) Assists in the development and publication of command regulations and directives as required.
 - (12) Prepares command level briefings given to outside agencies.
 - (13) Responsible for posting and updating command production historical library.
 - (14) Provides input for the execution of AR enlisted recruiting programs to assure DA assigned missions are achieved.
 - (15) Provides input to manage all special enlisted recruiting: Army Civilian Acquired Skills Program (ACASP), Specialized Training for Army Reserve Readiness, split training, prior service training, Selected Reserve Incentive Program, Delayed Training Program (DTP) sustainment, and DTP and AR referrals.
 - p. Command Operations Center (COC) functions.
 - (1) Manages all serious incident reporting for the command.
 - (2) Manages all disaster reporting for the command.
 - (3) Manages the commander's critical information requirements.
 - (4) Develops, publishes, and maintains USAREC Reg 190-4.
 - (5) Maintains classified and unclassified communications with higher headquarters, brigades, and Fort Knox on a 24 hours a day, 7 days a week (24/7) basis.
 - (6) Manages the USAREC GO support functions for Soldiers killed in action in Operation Iraqi Freedom and Operation Enduring Freedom.
 - (7) Manages and executes the HQ USAREC severe weather emergency notification and alert functions.
 - (8) Manages the USAREC force protection (FP) policies for all USAREC units.
 - (a) Provides analysis of intelligence information and recommends changes or implements the FP condition measures to protect USAREC personnel and property.
 - (b) Maintains liaison with all intelligence services in support of DOD and DA programs.
 - (c) Participates in the Fort Knox FP Program.
 - (9) Manages the USAREC Antiterrorism (AT) Program.
 - (a) Primary USAREC antiterrorism officer (ATO). Manages all AT education.
 - (b) Assists all USAREC ATOs in the performance of AT functions.
 - (c) Participates in the Fort Knox AT fusion cell.
 - (10) Manages and executes the HQ USAREC guard force mission on a 24/7 basis.
 - q. COC Watch Officer Branch functions.
 - (1) Develops USAREC policy (USAREC Reg 190-4) and prepares all serious incident reports, disaster reports, and commander's critical information requirements for approval by correcting mistakes, gathering information, and preparing executive summaries.
 - (a) Ensures reports are logged correctly and provides copies to originating units.
 - (b) Follows guidance from all applicable regulations and ensures compliance prior to forwarding to staff or higher headquarters.
 - (2) Maintains the secure telephone equipment system and classified facsimiles.
 - (a) Conducts weekly checks with USAREC staff and brigade headquarters.
 - (b) Ensures secure telephone equipment system remains operational.

- (3) Monitors and maintains the Fort Knox severe weather phone and notification equipment.
- (4) Monitors the USAREC secure internet protocol router network classified communications system.
- (5) Ensures all classified equipment is accounted for daily and that safes are locked when not in use.
- (6) Maintains communications with guard force, higher headquarters, Fort Knox installation operations center, and the Fort Knox Military Police.
- (7) Develops policy and assists in building evacuation and severe weather procedures.
- (8) Monitors and assists in the GO funeral support mission. Maintains contact with brigade points of contact, HRC, and the General Officer Management Office.
- (9) Ensures the USAREC COC monitors and assists all USAREC units 24/7.
- (10) Monitors whereabouts of USAREC CG, DCG, deputy commanders, CoS, and G3 at all times.
- (11) Develops USAREC policy and guidance as the USAREC ATO and FP officer.
- (12) Develops USAREC policy for continued operations in times of emergency.
- (13) Maintains the HQ USAAC and HQ USAREC key and essential personnel roster for force protection condition DELTA.
- (14) Monitors access to building 1307, Fort Knox (24/7), ensuring only authorized personnel enter. Ensures all personnel who enter have current badges.
- (15) Issues visitor badges and temporary badges to appropriate or qualified personnel.
- (16) Maintains building 1307, Fort Knox, evacuation bags.
- (17) Maintains all issued communication equipment using proper radio and telephone procedures.
- (18) Operates the firefighters audio system.
- (19) Conducts, as required, daily checks of parking lots, USAREC government-owned vehicle security, and building access for deliveries.

r. Antiterrorism Branch functions.

- (1) Manages, supervises, develops, and coordinates DOD and DA intelligence and counterintelligence, law enforcement programs, and USAREC AT programs. Coordinates actions with DOD, DA, other Federal and local law enforcement agencies; other ACOMs; and civil intelligence. Commander's representative for AT programs. Advises commander, supervisors, field activities, and ATOs on matters pertaining to AT and FP programs. Provides direct support to headquarters and USAREC subordinate organizations. Establishes and implements plans, policies, and procedures for AT programs at all levels of command. Conducts higher headquarters assessments and site visits.
- (2) Manages the USAREC AT Program.
 - (a) Primary USAREC ATO.
 - (b) Assists all brigade ATOs in the performance of AT functions.
 - (c) Intelligence and counterintelligence. Obtains and disseminates intelligence information and maintains liaison with DOD, DA, Federal, and civil intelligence and law enforcement agencies. Provides information to commanders, brigade ATOs, and field activities regarding terrorism and threat information. Advises commanders and supervisors on matters pertaining to AT. Conducts training and briefings as required.
 - (d) Manages all AT education. Develops instructional material and conducts training programs (AT Level III) for the USAREC PCC. Hosts TRADOC directed AT Level II course of instruction.
 - (e) Manages AT funding requirements.
 - (f) Manages Core Vulnerabilities Assessment Management Program.
 - (g) Provides outside continental United States briefings for USAREC personnel traveling overseas.

s. Security Division functions.

- (1) Manages, supervises, develops, and coordinates DOD, DA intelligence, counterintelligence, and law enforcement programs and USAREC specific programs. Coordinates actions with DOD, DA, other Federal agencies, other ACOMs, and civil intelligence and law enforcement organizations. Commander's representative for assigned security programs. Advises commander, supervisors, field activities, and security managers on matters pertaining to assigned programs. Provides direct support to HQ USAREC, ASB, and USAAC G6 activities for various functions. Establishes and implements plans, policies, and procedures for security programs at all levels of command. Conducts assistance visits, security inspections, and security violation investigations and reviews.
- (2) Personnel security. Manages all aspects of program throughout the command. Provides assistance and oversight to headquarters and field activities. For HQ USAREC, ASB, and USAAC G6 reviews processes, verifies, and controls requests for personnel security investigations, security clearances, and reports of unfavorable information for military, civilian, and contractor personnel. Designates position sensitivity levels for civilian positions. Provides assistance to ACS G3 in the suitability and clearance process for accession of enlisted personnel and those being considered for commission in medical fields or appointment to warrant officer (WO). Receives, processes, and forwards information to appropriate agencies. Responds to requests for information and taskings from higher echelons.

(3) Information security. Manages all aspects of program throughout command. Provides assistance and oversight to headquarters and field activities for the protection of national defense information against unauthorized disclosure as required by national security considerations. For HQ USAREC, ASB, and USAAC G6 maintains information to determine, verify, and continually assess individuals eligibility to classified information and assignment to sensitive duties; grants or denies access to classified or sensitive information; and controls or monitors storage, transmission, and destruction of classified materials. Command security manager.

(4) Physical security. Plans, formulates, and coordinates physical security matters to ensure practical, effective, and common sense measures are used. Manages all aspects of program throughout the command. Provides assistance and oversight to headquarters and field activities for the safeguard of personnel, facilities, equipment, operations, and material against hostile intelligence, terrorist, and other criminal, dissident, or other disruptive activity. Identifies and approves use of physical security equipment for the command both for existing structures and those planned or under construction or modification. Recommends physical security protective measures for activities vulnerable to loss or damage. Command physical security officer. Assists HQ USAREC physical security manager on building security issues. Coordinates actions with the command engineer, U.S. Army Corps of Engineers, and the Joint Recruiting Facilities Committee (JRFC) regarding physical security measures at and below the battalion level.

(5) Intelligence and counterintelligence. Obtains and disseminates intelligence information and maintains liaison with DOD, DA, Federal and civil intelligence, and law enforcement agencies. Provides information to commander, the command ATO, and field activities regarding terrorism and threats. Advises commanders and supervisors on matters pertaining to subversion and espionage directed against the Army and other related areas. Conducts training and briefings as required. Identifies and assesses foreign intelligence threats to automation assets and coordinates actions with the USAAC G6.

(6) Information systems security. Provides support, advice, and assistance to appointed USAAC G6 information systems security officer and information systems security manager in areas of physical security, personnel security, counterintelligence, and information security. Coordinates actions to ensure all personnel assigned to sensitive automation data positions meet minimum requirements for placement to such positions.

(7) Security education and awareness. Develops instructional material and conducts training programs for personnel security, information security, physical security, counterintelligence, serious incident reporting, and terrorism. Provides or conducts DOD and DA required orientations, briefings, and debriefings in accordance with AR 380-67, AR 380-5, AR 25-2, AR 381-12, AR 190-13, AR 190-45, and AR 190-51.

(8) Dossier files checks. Conducts search of various DOD and DA systems for presence or absence of unfavorable information regarding favorable determination of accepting personnel, military, civilian, and contractor, for duty positions within USAREC or USAAC G6 activities. These duty positions include: AGR and RA recruiter waivers, Special Recruiter Assistance Program, contract recruiters, corporal recruiters, company clerks, cyber recruiters, GCs, security interviewers (SIs), and IT support.

(9) Foreign disclosure. Coordinates visits of representatives from foreign governments and monitors and/or approves release of sensitive and classified information with the foreign disclosure officer.

(10) Personnel identification badges. Manages production, issue, and control of the personnel identification badges for access to HQ USAREC, building 1307, Fort Knox.

(11) Industrial security. Manages and coordinates actions and procedures regarding suitability and security clearance requirements for contracts awarded and monitored by or through HQ USAREC, USAAC G6, and ASB to ensure compliance for access to sensitive and/or classified information.

(12) Is proponent of USAREC Reg 380-4, USAREC Memo 380-3, and USAREC Pam 380-4.

t. Enlistment Eligibility and Processing Division functions.

(1) Provides support through the development of regulatory guidance, policy interpretation, and action requests for general exceptions to policy and contract renegotiations.

(2) Develops and implements programs that enhance overall recruiting activities.

(3) Provides instruction and guidance for processing waiver applications and determines enlistment eligibility through an established waivers process.

(4) Plans, develops, implements, and sustains pilot tests, programs, and initiatives that support the recruitment of personnel into components of the RA and AR.

(5) Assists in developing and implementing recruiting initiatives and interfaces with HQDA, USAAC, TRADOC, HRC (Alexandria and St. Louis), and OCAR as required.

(6) Further develops the automated security clearance submission process

(7) Manages the Personnel Security Screening Program (PSSP) detachments at Fort Jackson, SC, and Fort Leonard Wood, MO.

(8) Provides support to outside agencies such as OPM and the Central Clearance Facility for the expeditious pro-

cessing of security clearances.

u. ROC functions.

(1) Tracks MOS quality and overall fill. Maintains current Qualification File, Report Unit Distribution Program, Kwiksale, and builds accession accounting records.

(2) Maintains liaison with HRC and Army G1 concerning training seats and options available.

(3) Evaluates initial entry training and advanced individual training seats; coordinates with HRC for corrective actions; checks training assignment and option files and new quota files; and coordinates with HRC for corrections to assignment file and authorized monthly option files.

(4) Assists and trains field force GCs in REQUEST program execution correcting erroneous records and assisting or troubleshooting reservation problems.

(5) Assists field force in resolving training seat conflicts for specific individual applicants.

(6) Inputs REQUEST messages.

(7) Coordinates with HQDA to resolve large scale training seat problems.

(8) Quality distribution proponent. Sets up quality distribution controls (switch settings) on REQUEST using program accession control modifications.

(9) Provides tracking of MOS annual program fills.

(10) Command point of contact for training resource arbitration process meetings.

(11) Provides exceptions to and updates FSTP and Delayed Entry Program (DEP) control and RUDEP (automated DEP and DTP control).

(12) Tracks DEP fill by month for the command.

(13) Monitors accomplishment of special missions such as airborne, language, prior service (PS), and other push MOSs as needed.

(14) Coordinates the efforts of the REQUEST manager.

v. Policy Branch functions.

(1) Monitors and makes recommendations to improve the processing procedures and policies relating to enlistment eligibility for enlistment and reenlistment.

(2) Monitors AR 601-210 and other personnel-related documents affecting the recruiting process. Coordinates changes with applicable agencies internal and external to HQ USAREC and disseminates approved changes to the enlistment process to the field force.

(3) Processes requests from the field force for exceptions to policy to AR 601-210 and other regulations and guidelines concerning enlistment eligibility.

(4) Manages special recruiting programs to include ACASP, FSTP referral, and English as a Second Language Program.

(5) Serves as command point of contact for Joint Recruitment Commanders Committee related matters.

(6) Supervises the activities of USAREC liaison noncommissioned officers (LNCOs) at U.S. Army Reception Battalions. The USAREC liaison functions are:

(a) Resolves unfulfilled or erroneous enlistments which are detected with a view toward having the enlistee select another enlistment option for which he or she is qualified.

(b) Serves as USAREC enlistment standards representative by providing analysis and reports pertaining to erroneous and/or fraudulent enlistments and by identifying enlistment processing which requires additional emphasis or revision. To perform this function, the branch interviews selected recruits concerning alleged RIs. The branch then sends feedback to battalion commanders.

(c) Serves as advisor and provides assistance to U.S. Army Reception Battalions on processing matters pertaining to the enlistment process.

(d) Serves as point of contact for training battalion, brigade, and higher level commanders at training installations on matters pertaining to USAREC and the recruiting process.

(e) Advises USAREC of activities, policies, and procedures of the training base which may impact on the recruiting process.

(f) Provides instruction to the Guidance Counselor Course at the RRS on USAREC LNCO actions and functions.

(7) Provides input to the division chief on activities of the USAREC liaison team at HRC-St. Louis. Team obtains documents from service members' official military records to verify prior military service.

(8) Provides input to determine duties and certifies training required for USAREC GCs.

(9) Provides input in conducting USAREC GC certification and sustainment training in coordination with the Training and Education Divisions.

(10) Provides guidance to the division chief on the activities of the LNCO at OCAR to resolve AR PS vacancy problems when there are no positions displayed on REQUEST for an otherwise qualified applicant.

w. Waivers Branch functions.

- (1) Examines, analyzes, and processes requests for PS and nonprior service enlistment waivers (administrative, medical, and moral).
- (2) Examines and processes requests for PS grade determination and reentry eligibility code waivers to HRC.
- (3) Identifies through analysis improper waiver processing.
- (4) Provides exception to policy for waiver processing; seeks to retain those individuals who have enlisted erroneously but not fraudulently into the FSTP, in lieu of FSTP separation.
- (5) Provides instruction to the RRS, brigades, and battalions concerning the processing and selection procedures for waiver application.
- (6) Detects erroneous and fraudulent enlistments through review of data or analysis of requests for void enlistments submitted to HQ USAREC.
- (7) Provides eligibility guidance on moral, medical, and administrative issues.
- (8) Transfers official military personnel documents to casualty staging area of deceased FSTP members.
- (9) Provides instruction to the recruiting arena concerning FSTP separation processing procedures.
- (10) Proponent for USAREC Reg 601-56.

x. Accessions Suitability Branch functions.

- (1) Supervises the PSSP detachments located at Fort Jackson, SC, and Fort Leonard Wood, MO.
- (2) Responsible for screening all USAREC accessions for security clearance eligibility.
- (3) Responsible for processing security clearance requests for all USAREC accessions.
- (4) Coordinates with OPM for the retrieval of fingerprint results required for every Army accession.
- (5) Manages security screening at all military entrance processing station (MEPS) locations.
 - (a) Reviews all security packets for completion.
 - (b) Adjudicates all PSSP Detachment waivers.
 - (c) Counsels Future Soldiers who are qualified or unqualified for a clearance and explain to them reasons for disqualification. Instructs Future Soldiers who are qualified as to what they must do to remain qualified for when they return to ship to initial active duty for training.
- (6) Conducts site inspections of MEPS and satellite locations.
- (7) Inspects active PSSP files.
- (8) Inspects applicant log.
- (9) Trains SIs, Entrance National Agency Check (ENTNAC) managers, and GCs.
- (10) Proponent for ENTNAC and SI appendixes of USAREC Reg 601-96.
- (11) Coordinates with outside agencies, such as, OPM, Central Clearance Facility, Defense Security Service, and Army G1 to make necessary changes to the security clearance submission process.
 - (a) Monitors MOS proponent changes so the proper clearance level is submitted.
 - (b) Provides instruction to the RRS, brigades, and battalions concerning the ENTNAC and security process.
 - (c) Works with TRADOC to resolve issues with a Soldier's clearance submission after the Soldier has accessed into the Army.
 - (d) Assists OPM and their contracting agencies performing the investigation in locating and answering preliminary questions regarding the Soldier's investigation. Instructs OPM to discontinue investigations for Soldiers who have separated from the Army.

y. Special Programs/Boards Division functions.

- (1) Monitors and makes recommendations to improve the processing procedures and policies relating to applications for both RA and AR OCS, direct commissioning, and RA and AR WOFT programs.
- (2) Monitors AR 601-210 and other personnel-related documents affecting the recruiting process of all assigned missions. Coordinates changes with applicable agencies both internal and external to HQ USAREC.
- (3) Processes requests from the field force for OCS, direct commissioning, and WOFT exceptions and waivers to AR 601-210.
- (4) Reviews and prepares OCS and WOFT applicant packets for boarding.
- (5) Staff responsibility for tracking the Army ROTC Referral Program production status and providing input for associated memorandums of agreement and understanding between USACC and USAREC.
- (6) Staff responsibility for USAREC Reg 601-91.
- (7) Responsible to conduct mission analysis and evaluate market analysis in coordination with the USAREC G2.
- (8) Responsible for providing administrative oversight for the On-Campus Recruiter Program; evaluates and makes recommendations on policy and procedures; coordinates with the USAREC G2 for on-campus recruiter production analysis; develops production mission; and serves as the proponent for applicable guidance of USAREC Reg 601-104, appendix C.

- (9) Responsible for refining and automating processes.
- z. DA Officer Accession Board Section functions.
 - (1) Staff responsibility for administration and conduct of officer selection boards in accordance with DOD and DA Secretariat instructions. Includes procuring board members, issuance of TDY orders, briefing board members, monitoring the process, preparing board results for CG's approval, and preparing message for release of board results.
 - (2) Maintains the automated WO database for all SMB WO applicants.
 - (3) Maintains liaison with DA Secretariat, HRC, on changes to the board selection process.
 - (4) Processes and tracks applications for proponent qualification, moral waiver evaluation, age waiver evaluation, and active Federal service waiver evaluation.
 - (5) Corresponds with individual applicant on all disapproval action by proponents and waiver agencies.
 - (6) Principal advisor to the CG and staff on officer selection board issues.
 - (7) Responsible for refining and automating processes.
- aa. Band Section functions.
 - (1) Serves as central point of contact between brigade band liaisons and HRC liaisons, Army Band Proponency Office, and U.S. Army Element-School of Music.
 - (2) Coordinates with U.S. Army Element-School of Music on matters pertaining to band recruiting issues and standards.
 - (3) Coordinates with HRC liaisons concerning mission development, status, progress, and issues.
 - (4) Assists DA staff bands officer in recruiting commissioned Army band officers.
 - (5) Advises the division chief and USAREC personnel on technical aspects of the Army Bands Program.
 - (6) Coordinates with proponent, Army Bands, on issues regarding recruiting regulations and policy.
 - (7) Responsible for refining and automating processes.
- ab. Skilled Linguist Section functions.
 - (1) Serves as central point of contact between brigade language advocates and HRC liaisons, Deputy Chief of Staff for Intelligence (DCSINT), and the Defense Language Institute.
 - (2) Coordinates with DCSINT and subordinate offices on matters pertaining to language recruiting issues and standards pertaining to those applicants with existing language proficiency (applicants with civilian acquired skills).
 - (3) Coordinates with HRC liaisons concerning mission status, progress, and issues.
 - (4) Advises the division chief and USAREC personnel on technical aspects of the Skilled Linguist Program.
 - (5) Coordinates with proponent, DCSINT, and HRC on issues regarding recruiting regulations and policy development.
 - (6) Evaluates and develops USAREC policy to support program management.
 - (7) Responsible for refining and automating processes.
- ac. Enlistment Standards Division functions. Responsible for investigating all RI allegations. Conducts analysis of the entire recruiting and contracting process to identify and respond to potential problems to ensure absolute integrity throughout the process. Works with external agencies when criminal conduct is alleged.
- ad. Recruiting Improprieties Branch functions.
 - (1) Manages the USAREC Headquarters Investigative Program pertaining to all allegations of RI.
 - (2) Receives, reviews, investigates, or causes an investigation to be conducted into allegations of RI.
 - (3) Reviews reports of investigations received from subordinate commands. If necessary, in conjunction with the SJA, processes cases for briefing and decision by the CG.
 - (4) Maintains historical records of completed investigations into alleged RIs.
 - (5) Identifies potential recruiting and processing problem areas in terms of geographical location, past problems, or specific command difficulties.
 - (6) Command focal point with military and governmental departments, agencies, and commands involved in the reporting, investigation, and adjudication of RIs.
 - (7) Command point of contact for U.S. Army Criminal Investigation Command liaison office concerning alleged RIs.
 - (8) Manages and supervises administrative and operational functions of officers detailed as headquarters investigators.
 - (9) Provides training for multiple courses.
- ae. Inspections and Investigations Branch functions.
 - (1) Conducts announced and unannounced inspections of battalions, companies, and RSs.
 - (2) Prepares investigation reports and recommendations for command review.
 - (3) Provides training for the PCC, XO Course, ATCs, and for selected officer and NCO courses at the RRS.
 - (4) Conducts review of enlistment packets.
 - (5) Reviews packets for MOSs requiring special processing and provides information back to brigades and battalions.

- (6) Assists in the conduct of investigations
- (7) Conducts reviews in areas of command concern to identify systemic problems.

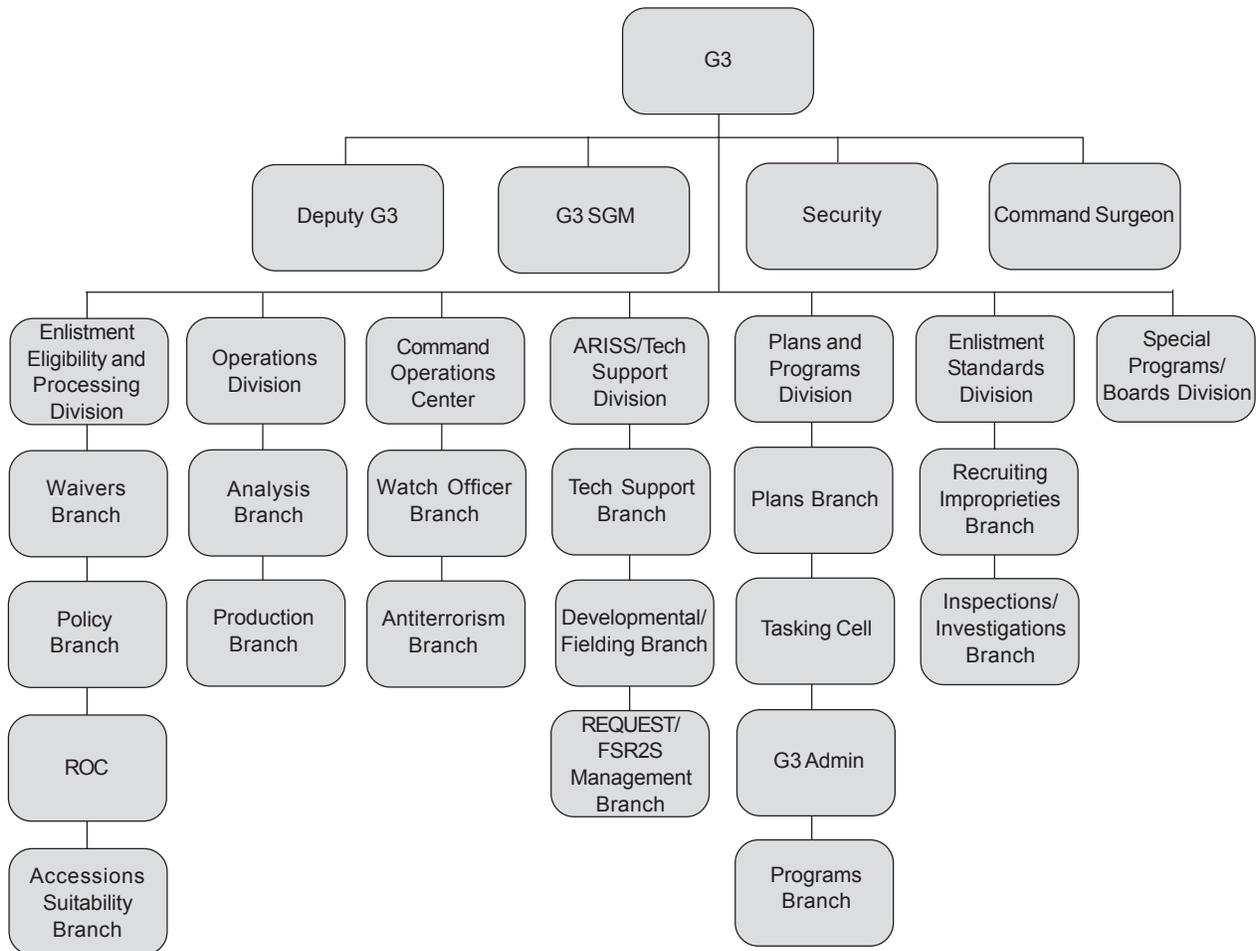


Figure 2-6. G3 organizational chart

2-22. ACS, G4/8

a. Core competency. Collects, validates, and documents command funding and manpower requirements and monitors program resources and program execution. See figure 2-7 for organizational chart.

b. Functions.

(1) Determines requirements and obtains resources from HQDA and is the appropriation director for the following appropriations:

- (a) Operations and Maintenance, Army.
- (b) Operations and Maintenance, Army Reserve.
- (c) Base Realignment and Closure (BRAC) funds.
- (d) Family Advocacy Program funds.
- (e) Relocation Assistance Program.

(2) Prepares impact statements on increases and decreases in budget, program objective memorandum, and authorizations.

- (3) Manages career programs 11 and 26 by functions.
- (4) Analyzes program accomplishment and resource availability.
- (5) Provides organizational and cost analysis studies.
- (6) Implements long-range restructuring for battalions and above.

c. Administrative Support Office functions. Provides administrative support to the director and the divisions.

Functions may include, but are not limited to, the following administrative support duties:

- (1) Prepares correspondence, reports, and other documents.
- (2) Schedules meetings, appointments, and conferences in accordance with instructions from the director.
- (3) Receives visitors and telephone calls.
- (4) Makes travel arrangements.
- (5) Provides advice and guidance to the directorate staff on clerical and administrative matters.

d. Budget Division functions.

- (1) Serves as the financial manager for the command.
- (2) Budgets and distributes funds allocated for the operation of the command.
- (3) Executes the USAREC-approved operating budget.
- (4) Provides program management for Army recruiting initiatives including funding, return on investment analysis, and measurement effectiveness.

e. Command Budget Team functions.

- (1) Responsible for the development and execution of the USAREC Obligation Plan, Command Budget Execution, Resource Management Update, Budget Execution Reviews, and other budget actions.
- (2) Responsible for the allotment of funds and/or funds distribution and control.
- (3) Administers the budget modeling system for HQ USAREC.
- (4) Accounts for the receipt and control of fund authorization documents for all funds controlled by USAREC.
- (5) Analyzes actual and planned use of funds to ensure no antideficiency situations will occur. Advises budget officer and director of trends and recommends reprogramming.
- (6) Represents the command to USAAC and TRADOC on all funding issues, providing justifications for unfinanced requirements, impact statements based on possible reduction, and other requirements.
- (7) Action office for USAREC Reg 11-1.

f. Headquarters Budget functions.

- (1) Responsible for the development and execution of the HQ USAREC budget including obligation plan, funding levels by staff section, and orderly yearend closeout.
- (2) Responsible for the funding authorizations received from the Command Budget Team.
- (3) Classifies and records all transactions, assuring that control over the availability and use of funds are adequate and exercised in accordance with DFAS-IN Reg 37-1. Submits reports on the status of funds and programs.
- (4) Makes the required and prescribed reconciliations and verifications of accounting data.
- (5) Reviews obligations and expense trends to identify where budget activity ceilings have been exceeded and reports problems as appropriate.
- (6) Custodian of the Secretary of the Army Representation Funds (AR 37-47) (.0012) provided to USAREC.

g. Finance and Management Accounting Division functions.

- (1) Advises the director and interprets financial policy relating to military pay and allowances with special emphasis on basic allowance for housing, recruiter expense allowance, and military and civilian travel entitlements (TDY, both permanent and temporary).

(2) Maintains liaison with all HQ USAREC activities, SMB, brigades, battalions, and all supporting defense accounting offices. Provides expert advice and problem solving solutions.

(3) Responsible for monitoring, controlling, and revising financial programs and regulations within the command. The finance office is responsible for the following publications:

- (a) USAREC Reg 37-12.
- (b) USAREC Reg 37-14.
- (c) USAREC Reg 37-16.

(4) Serves as the managerial accounting and finance officer for the command. Forms policy, directs procedures, and monitors the cost accounting activities of USAREC.

(5) Identifies and documents fund control responsibility (in accordance with DFAS-IN Reg 37-1) for those creating and processing financial transactions; emphasizes fund control responsibilities of HQ USAREC directorates and special staff sections, brigades, battalions, and the SMB.

(6) Reviews General Accounting Office, DOD-IG, DA staff, U.S. Army Audit Agency, USAREC IG, TRADOC, and other audit and inspection reports relating to financial services administration. Acts as liaison for all external audit agencies. Monitors corrective action to ensure compliance in audit findings. Facilitates and manages the submission of the Annual Assurance Statement of Management Controls.

(a) Monitors actions being taken to resolve problem areas and correct deficiencies identified both internally and by HQDA.

(b) Reviews and analyzes accounting conformance with command budget policy and instructions. With the com-

mand budget office, recommends intensified management procedures to tighten control of available financial resources.

(7) Monitors the functionality and effectiveness of current accounting software programs. Reviews, plans, and executes upgrades and replacements of accounting systems and software programs.

(a) Responsible for training on such systems throughout the command.

(b) Responsible for integrating systems with business processes and analyzing the most efficient and effective employment.

(8) Major financial systems currently include, but are not limited to:

(a) Wide Area Workflow.

(b) Resource Management Tool.

(c) Defense Travel System (DTS).

(d) Operational Data Store.

(9) Liaison and primary point of contact for USAREC for reports and reconciliation personnel at the Defense Finance and Accounting Service and HQDA.

(10) Government travel charge card agency program coordinator for the command. Monitors compliance with established DOD and DA government travel charge card usage policies and delinquency metrics and implements corrective actions as required.

(11) DTS administrator for the command. Monitors usage to ensure timely submission of voucher settlement. Audit travel vouchers to ensure compliance with the current JFTR, Vol 1 and JTR, Vol 2. Ensures timely cancellation of travel orders and turn in of unused airline tickets and ensures efficiencies are gained through quickly implementing new upgrades and capitalizing on new reports.

(12) Facilitates purchase of airline tickets for applicants and Command Group.

(a) Coordinates with the Fort Knox commercial travel office.

(b) Provides travel arrangement itineraries.

(c) Provides and distributes airline tickets.

(d) Audits travel accommodations provided by the scheduled airlines traffic office to ensure lowest cost travel has been provided.

(e) Reconciles charges to centrally billed accounts and travel authorizations.

(f) Cancels unused airline tickets in a timely manner.

(13) Manages the Army Management Control Program for USAREC (AR 11-2).

h. Logistics Division functions.

(1) Core competency. Provides centralized logistical support and oversight of decentralized logistics activities for USAREC and serves as the command and control headquarters for all USAREC brigades and battalions.

(2) Functions.

(a) Proponent for USAREC logistics plans and policies.

(b) Advises the director, CoS, and CG on logistics plans and policies.

(c) Manages logistical activities and policies for the command. Advisor on all logistical aspects of supply, transportation, equipment, and facilities management.

(d) Supervises logistics inspections of brigades.

i. Facilities Section functions.

(1) Initiates, coordinates, plans, develops, maintains, operates, and manages the Army's share of the JRFC Program and monitors the execution of the program by the Corps of Engineers and GSA.

(2) Identifies potential problem areas and keeps the commander informed of facility issues or controversies and monitors the status of outstanding actions.

(3) Reviews analytical data and recommends policies, procedures, and solutions to facility problems commandwide with the Office of the Assistant Secretary of Defense, Force Management and Personnel, Corps of Engineers, and facilities representatives from the other Armed Forces recruiting commands.

(4) Represents USAREC at DOD JRFC meetings, annual collocation meetings, and meets with representatives of the Office of Assistant Chief of Staff for Installation Management. Assists in the development and implementation of JRFC facility policies and procedures, space management, and construction and buildout standards for recruiting facilities.

(5) Reviews current facilities for cost avoidance and identifies reduction initiatives for recruiting facilities.

(6) Reviews, interprets, and determines applicability of facility directives, policies, and procedures issued by DOD, JRFC, Corps of Engineers, GSA, and Federal Acquisition Regulations. Issues command directives based on these interpretations.

(7) Enters and extracts data from the Rental Facilities Management Information System and tracks program(s) status.

(8) Enters and extracts data from the LiveLink System.

(9) Ensures brigades and battalions thoroughly review availability of facilities, cost factors, RS locations, and

considers policies and procedures affecting recruiting facilities during the PAE process. At the request of the brigade and/or battalion represent the command at PAE.

(10) Serves as the point of contact for the Leased Family Housing and Bachelor Leased Housing Programs.

(11) Is proponent for USAREC Reg 700-5, chapters 4, 5, 6, and 8.

j. Transportation Management Office functions.

(1) Manages motor vehicle operations of field force on GSA commercially-leased vehicles.

(2) Responsible for determining vehicle requirements and vehicle acquisitions.

(3) Responsible for vehicle reports to higher headquarters.

(4) Responsible for obtaining vehicle usage and status reports from GSA and redesigning to report to brigades and battalions.

(5) Reconciles billings with the Defense Finance and Accounting Center.

(6) Is proponent for USAREC Reg 700-5, chapter 2.

k. Property Management and Property Book Officer functions.

(1) Provides accountability of all HQ USAREC property and equipment in compliance with AR 710-2.

(2) Manages actions concerning property accountability, acquisition, maintenance, and disposition of supplies and equipment.

(3) Provides command assistance to all staff elements in the area of supply through periodic visits.

(4) Maintains consolidated property book.

(5) Manages hand receipts for USAREC and USAAC.

(6) Maintains the catalog of nonstandard items of accountable equipment for USAREC.

(7) Manages financial liability investigations of property loss (FLIPLs) initiated by members of HQ USAREC for lost, damaged, or destroyed government property.

(8) Reviews and makes recommendations to the CG or DCG on all requests for reconsideration of financial liability imposed as a result of an FLIPL action submitted by members of the command.

(9) Responsible for control of equipment authorized by TDA and common table of allowances.

(10) Maintains automated property tracking system.

(11) Is proponent for USAREC Reg 700-5, chapter 3.

(12) Processes stock funded requisitions through the Fund Control System and the Standard Army Retail Supply System.

(13) Review contractor's FLIPLs and submits them to the contract officer.

l. Consolidated Warehouse functions.

(1) Receives, stores, and ships awards and computer-related equipment with the appointed action officer.

(2) With the assistance of the appropriate directorate representatives, inventories and maintains the accountability of publications, awards, and computer equipment.

(3) Monitors demands on stored recruiting materials (rings, badges, shirts, etcetera). Provides reorder supply information.

(4) Delivers warehoused items to appropriate locations.

m. Meals and Lodging Program and Reporting of GSA Vehicles functions.

(1) Manages the meals and lodging program for four Army accounts Army applicants.

(2) Collects monthly the daily worksheet for meals & lodging from the 65 MEPS.

(3) Inputs monthly meals and lodging charges identified on the daily worksheet for meals and lodging into the U.S. Bank Access Online transaction log.

(4) Reviews charges on the daily worksheet for meals and lodging and compares to charges identified in the U.S. Bank Access Online.

(5) Reconciles, disputes, approves, and certifies monthly meals and lodging charges for each billing cycle.

(6) Prints, reviews, and sorts the Cardholder Activity Detail Report for each meal and lodging account along with the daily worksheet for meals and lodging for future audits.

(7) Coordinates with U.S. Bank and agency program coordinator when a vendor is having problems processing meals and lodging charges and/or when the credit card limit has been maximized during a specific billing cycle.

(8) Processes monthly No-Show Report received from USMEPCOM for tracking of monthly no-show costs for each brigade and battalion.

(9) Obtains and reviews from the USMEPCOM meals and lodging project manager the Quarterly Report of Noon Meals, Lodging Vendors, and Contract Data.

(10) Is proponent for USAREC Reg 700-5, chapter 7.

(11) Accounts for monthly GSA vehicle mileage and costs for vehicles assigned to HQ USAREC.

(12) Obtains monthly vehicle text file from GSA Systems Office for creation of monthly reports (Active Army Mileage

Report, Army Reserve Mileage Report, Non-Intragovernmental Payment and Collections System Report, Intragovernmental Payment and Collections System Report, and Vehicle Accident Report).

(13) Distributes monthly vehicle reports to each brigade's accountant, headquarters budget personnel, and Defense Finance and Accounting Service-Rome System personnel for review.

(14) Posts monthly GSA vehicle data file to G4/8 homepage for review by USAREC budget and accounting personnel.

(15) Obtains biweekly vehicle file from GSA personnel for creation of vehicle inventory report and distributes to division chief and the HQ USAREC vehicle manager for review.

(16) Obtains monthly billback file from GSA and distributes to HQ USAREC vehicle manager for review.

n. Force Development Division functions.

(1) Manages the command's manpower program; develops, recommends, and supervises the allocation, control, and accountability for USAREC manpower resources from the FY program and budget guidance.

(2) Maintains USAREC personnel, equipment, and mobilization TDA.

(3) Programs allocation of manpower authorizations (with the G2) for all command activities; maintains accountability of authorized resources to reflect strength, grade structure, and MOS distribution.

(4) Inputs USAREC manpower data into The Army Authorization Documents System Redesign, the Force Accounting System, the Unit Identification System, and similar manpower management programs.

(5) Develops standard manpower staffing yardsticks. Develops and updates staffing criteria for USAREC activities including brigade and battalion staffing guides.

(6) Determines force structure and equipment impact of current operations, mobilization and contingency plans, staff studies, and other plans for mission and realignment.

(7) Processes all requests for authorization of DA-controlled equipment in accordance with AR 71-32 and documentation.

(8) Conducts manpower analysis reviews and studies; evaluates manpower use and prepares recommendations.

(9) Provides management analysis study services within the command to improve operations.

(10) Reviews and validates programming alterations and organization and reorganization proposals.

(11) Develops and analyzes organizational structures. Reviews subordinate structures and functional directives.

(12) Proponent office for implementing AR 5-4.

(13) USAREC proponent office for the Command Conference Program as outlined in USAREC Reg 37-14.

(14) Responsible for the Competitive Sourcing Program under AR 5-20.

(15) Action office for the Army Ideas for Excellence Program under AR 5-17; establishes policy, directs, and promotes a commandwide program; and processes suggestions and awards requiring HQ USAREC or higher attention.

(16) Command career PM for manpower and force management programs.

(17) Reviews and evaluates proposed changes to this regulation and initiates appropriate publications revision.

(18) Conducts cost and economic analysis studies pertaining to activation, operation, inactivation, and reorganization of USAREC.

(19) Action office for USAREC Suppl 1 to AR 5-17, USAREC Reg 10-1, and USAREC Reg 570-1.

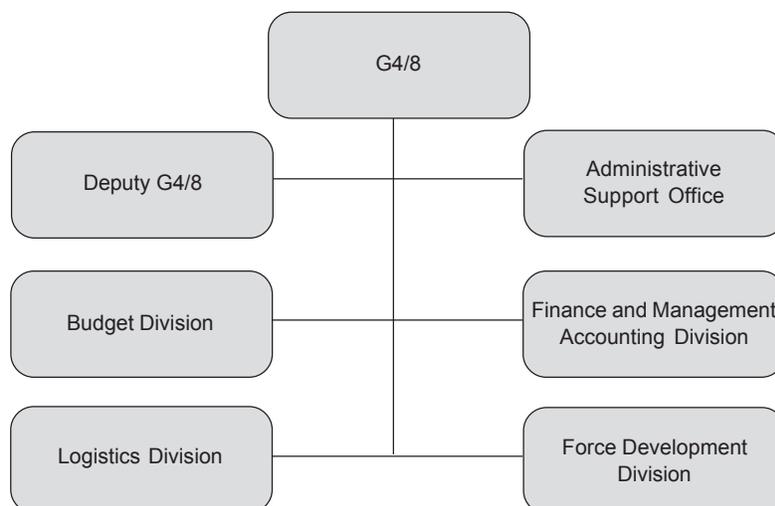


Figure 2-7. G4/8 organizational chart

2-23. ACS, G5

a. Core competencies. The USAREC G5 is divided into three divisions: Strategic Communications, Strategic Integration, and Strategic Plans. The G5 develops, staffs, publishes, and monitors the USAREC Strategic Plan. Serves as the CG's lead for executive analysis on strategic planning; crafts and synchronizes messages across multiple formats for dissemination; and prepares executive level briefings to Congress, the SA, and below. The G5 maintains effective communication with internal (USAREC) and external (USAAC and DA staff) agencies focused on strategic level recruiting issues. The G5 is the lead USAREC staff element for managing and mentoring Army business transformation methodologies. Analyzes, assesses, and measures the goals and objectives of the Strategic Plan. The G5 completes special actions as directed by the USAREC Command Group. See figure 2-8 for organizational chart.

b. Administrative Support functions.

- (1) Coordinates between HQ USAREC and USAAC G5.
- (2) Coordinates with USAREC G6 for automation requirements for hardware, software, and systems.
- (3) Coordinates directorate budget issues with the USAREC G4/8.
- (4) Responsible for USAREC doctrine and training as it pertains to G5 functions.
- (5) Provides recurring reports to higher headquarters (Chief of Staff of the Army end of month note, 5 X 8 cards, etcetera,) on behalf of USAREC Command Group.

- (6) Reviews and coordinates all internally-generated requirements for data processing support and forwards actions to USAAC G6. Also, provides functional review of those externally-generated automation requirements for which the G5 has functional responsibility.

- (7) Coordinates, tracks, and processes all G5 maintenance requirements.

- (8) Tracks day-to-day taskings, mandatory training, and operations.

c. Strategic Plans Division functions.

- (1) Develops USAREC strategic goals and objectives.

- (2) Publishes USAREC's Strategic Plan and monitors execution.

- (3) Develops, coordinates, and synchronizes Senior Leader Engagement Plan. Schedules and updates Strategic Engagement Calendar for USAREC leadership. Provides USAREC staff lead for convening quarterly staff planning sessions and interim sessions as required. Ensures linkage of Senior Leader Engagement Plan with USAREC's mission, vision, and goals.

- (4) Serves as staff proponent for USAREC's Strategic Planning Cell (SPC). Convenes SPC, as directed by the command, to address relevant strategic initiatives for action.

- (5) Proponent for internal G5 information management, and manages shared drive and supporting information requirements (IRs) specific to the G5. Develops G5 IRs regarding organizational status as well as status of recruiting market in support of the G5 mission. Ensures timely update of all IRs.

- (6) Develops throughput mechanism for recommendations of strategic initiatives provided by subordinate elements. Convenes SPC, as necessary, to support new strategic initiatives.

- (7) Proponent for internal G5 AARs and AAR input to command and staff requirements.

d. Strategic Integration Division functions.

- (1) Examines existing business practices to ensure efficiency and effectiveness using Army business transformation methodologies.

- (2) Acts as a change agent advocating measurement, accountability, and application of a disciplined approach to process improvements throughout the command.

- (3) Leads USAREC staff element for Lean Six Sigma (LSS) implementation. Provides oversight to LSS practitioners in the use of LSS tools and methodology.

- (4) Inputs and maintains USAREC strategic goals and objectives using the Strategic Management System.

- (5) In coordination with other staff elements, assists in the development of action plans and metrics for initiatives in support of strategic goals and objectives and monitors these metrics to identify processes for improvement.

- (6) Conducts research and analysis that supports the USAREC Strategic Management Plan.

- (7) Ensures that new initiatives and LSS projects are aligned with the command's strategic plan, mission, and vision.

- (8) Assesses and measures achievement of the goals and objectives of the action plans developed for the strategic plan.

- (9) Notifies appropriate staff elements when action plan metrics are out of established tolerance.

e. Strategic Communications Division functions.

- (1) Develops a comprehensive strategic communications strategy in support of USAREC goals and objectives (USAREC Strategic Management Plan).

- (2) Develops and prepares a variety of written and graphical informational products for Command Group's use in reporting USAREC requirements for support and status of recruiting efforts. Also responsible for articulating the vision

and mission of the command to high-level audiences and senior leadership. Audiences include Congress, DA Office of the Chief Public Affairs (OCPA), DA G1, TRADOC, USAAC, and senior Army leaders.

(3) Custodian of the standard command overview briefing.

(4) Serves as strategic communications liaison between HQ USAREC to TRADOC, Army G1, and DA OCPA. Coordinates with USAREC G7/9 to evaluate potential impacts on USAREC public affairs messages.

(5) Synchronizes developed key messages for use in talking points; questions and answers; and scripts for events, occurrences, and projects.

(6) Develops Congressional preparation materials for use in quarterly Congressional strategic engagements.

(7) In conjunction with TRADOC Office of the Chief of Legislative Liaison provides proactive information for Congressional notification of recruiting actions.

(8) Recurring requirements:

(a) Responsible for development and submission of the USAREC 5 X 8 Report. This weekly report to USAAC provides production updates for RA and AR enlisted accessions and projections for both through the current recruiting ship month. It also gives recruiter assignment updates and projections for strength of detailed, cadre (79R), and AGR recruiters.

(b) Prepares the On-Production Report (a feeder to the USAREC 5 X 8 Report; shows current and projected recruiter strength).

(c) Develops, staffs, and refines the monthly Executive Office of the Headquarters recruiting and retention briefing to the SA. The Executive Office of the Headquarters briefing is delivered at the pentagon by the CG USAREC for the following: the Chief, Army Reserve; the Chief, National Guard Bureau; and selected DA staff, to include the Army G1 and the Assistant Secretary of the Army for Manpower and Reserve Affairs.

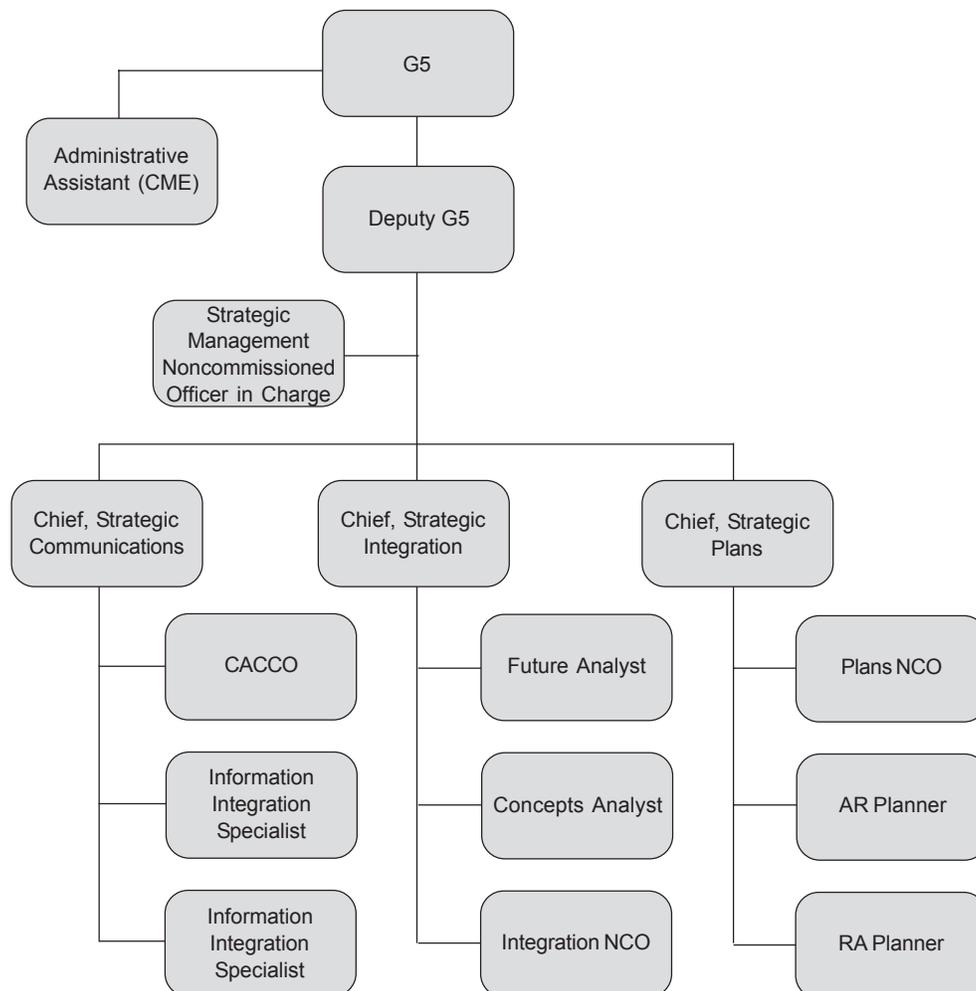


Figure 2-8. G5 organizational chart

2-24. ACS, G6

a. Core competency. The G6, coordinates IT support to the command. The general staff principal is also a deputy to the Deputy Chief of Staff (DCS), G6, USAAC. See figure 2-9 for organizational chart.

b. Mission. Responsible to:

(1) Coordinate IT support provided to USAREC by the USAAC G6 and other internal and external activities. IT support includes automation, telecommunications, records management, and visual information.

(2) Assist the CG and staff of USAREC in the planning, justification (to include required returns on investment), coordination, requesting, implementation, and defense of follow-on sustainment resources for IT in support of USAREC's mission.

c. Functions.

(1) Provides liaison between USAREC and USAAC, DCS G6. The G6 office coordinates with higher headquarters staffs, subordinate commands, and external agencies to arrange required IT support.

(2) Advises the CG and staff on the optimal allocation of IT resources to include: Personnel, systems, support facilities, policies, and procedures.

(3) Principal serves as the Technical Review Board chair and recommendation authority for all incoming USAREC requests submitted through the Web-based Information Technology Acquisition Support System. Where approval level is held by the DCS G6 or higher command authority, a recommendation will be provided to the USAREC CoS or CG and then the USAAC, DCS G6.

(4) Principal serves as chairman of the Management Review Board as defined within the command's Configuration Control Board process.

(5) Principal is a senior member of the USAAC Information Technology Investment Review Board (acquisitions requiring approval under portfolio management).

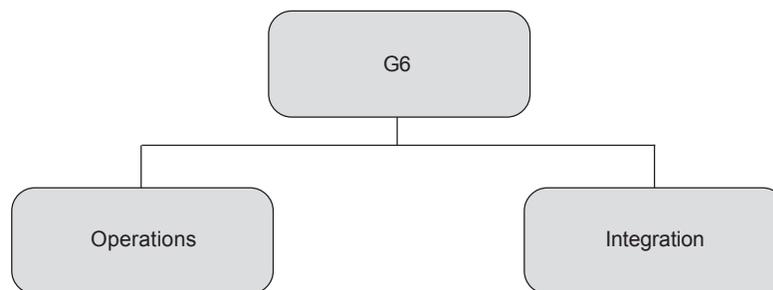


Figure 2-9. G6 organizational chart

2-25. ACS, G7/9

a. Core competencies. To ensure USAREC mission success by leveraging image and outreach activities with partnership, local advertising and marketing, education, and public affairs resources to promote public awareness, appeal to the patriotism of American youth, and increase an understanding of the benefits of serving our Nation in the Army. To reconnect with America by enhancing the relationship between USAREC personnel and the civilian (academic, business, civic) community. Accomplish missions in the following ways: Develop policy, guidance, and supporting budget for local advertising, Partnership for Youth Success (PaYS), education, and partnership activities. Plan, coordinate, and execute community relations, partnerships, and outreach activities. Develop and execute command information programs and products. Establish, maintain, and conduct media relations. Plan, coordinate, and execute local advertising and marketing activities. Develop command policy for the administration of the student Armed Services Vocational Aptitude Battery and the Career Exploration Program, the Concurrent Admissions Program, March 2 Success (M2S), and other education programs. Develop policy and provide training on education enlistment credentials and the secondary and postsecondary schools recruiting programs. Manage the Educator/Centers of Influence (E/COI) Tour Program. Provide technical assistance to establish, maintain, and expand PaYS partnerships. Monitor and provide oversight of PaYS contract. Provide in-house production of graphic materials. See figure 2-10 for organizational chart.

b. Core functions.

(1) Develops and executes the Command Information Program and products.

(2) Develops and executes annual advertising, education, marketing, public affairs, and PaYS program plans.

(3) Provides technical assistance to establish and maintain PaYS partnerships.

(4) Monitors and provides oversight of PaYS contract.

- (5) Develops education services doctrine and training for brigade and battalion educational services specialists (ESSs).
 - (6) Manages the development and quality of advertising and public affairs materials (APA) for the RA, AR, special missions, and AMEDD local recruiting advertising programs.
 - (7) Schedules, manages, and directs the work of the Visual Support Section.
 - (8) Specifies requirements for production and delivery of recruiter support and local advertising services by the contract advertising agency.
 - (9) Serves as career program manager for Career Program 22 for public affairs specialists and writer-editors serving in public affairs positions.
 - (10) Oversees, monitors, and reviews actions of the advertising agency to plan and execute the most efficient schedule for local advertising.
 - (11) Develops and executes outreach and partnership activities and promotional strategies employing the services of the advertising agency and Army assets through the Total Army Involvement in Recruiting (TAIR) Program.
 - (12) Serves as point of contact and releasing authority for news media representatives.
 - (13) Serve as public affairs liaison between HQ USAREC and the DA OCPA, USAAC, TRADOC, and Army G1 Public Affairs Offices. Coordinates with USAREC G5 to evaluate potential impacts on USAREC strategic communications messages.
 - (14) Oversees development, execution, and maintenance of USAREC partnerships and outreach with academic, civic, and veteran organizations and associations.
 - (15) Liaison between HQ USAREC and USAAC G7/9.
 - (16) Publishes the Recruiter Journal, Pocket Recruiter Guide, and other printed material in support of the recruiting effort and internal information program.
 - (17) Provides technical guidance for education, advertising, marketing, outreach, promotional, and public affairs programs at brigades and battalions.
 - (18) Coordinates with the USAAC G7/9 for design, production, scheduling, and deployment of exhibits and promotional assets.
 - (19) Coordinates marketing communications planning and execution with the G3, G2, the USAAC G7/9, and the ASB via the Accessions Targeting Board (ATB).
 - (20) Coordinates with USAREC G6 for automation requirements for hardware, software, and systems.
 - (21) Coordinates directorate budget issues with the USAREC G4/8.
 - (22) Coordinates advertising budget issues with subordinate units and the USAAC G7/9.
 - (23) Responsible for USAREC doctrine and training as it pertains to G7/9 functions.
 - (24) Makes inspection and staff assistance visits to brigades and battalions.
- c. Visual Support Section functions.
- (1) Provides visual, photographic, and graphic support to Command Group, staff directorates, USAREC recruiting force, and other DOD agencies.
 - (2) Provides marketing and incentive products to the recruiting force.
 - (3) Provides in-house graphic support (such as original illustrations) for local advertising and print materials.
 - (4) Designs and executes graphic art visuals for posters, conference book covers, programs, and banners for USAREC training conferences and special events.
 - (5) Modifies national recruiting ads to fit local field requirements.
 - (6) Provides creative guidance for local ads and ensures products meet Army brand standards.
- d. Administrative Support functions. Along with the common tasks listed in paragraph 1-7, also:
- (1) Collects, verifies, and prepares submissions for the automated civilian time and attendance reports.
 - (2) Assists in collecting, sorting, and compiling surveys, reports, and studies.
 - (3) Supports the directorate with DTS.
 - (4) Performs administrative tasks related to core functions.
- e. Marketing Division functions.
- (1) Develops G7/9 input to the command budget estimate.
 - (2) Supervises the administration and execution of the Local Advertising Management Program and numerous special promotional programs intended to create Army awareness and generate recruiting leads.
 - (3) Tracks an extensive list of contacts to assist in coordination of programs and conflict resolution.
 - (4) Manages local advertising and develops local advertising tactics, techniques, policy, and procedures necessary to support the Army recruiting mission.
 - (5) Maintains liaison and coordination with HQDA, USAREC staff, ACOMs, and contracted advertising agency personnel on actions related to local advertising projects.

- (6) Advises higher, adjacent, and subordinate commands on vehicle and media best suited to meet specific marketing objectives.
 - (7) Identifies and develops new marketing projects, programs, plans, and products.
 - (8) Ensures brigade and battalion APA chiefs are kept abreast of guidance and priorities to execute national events.
 - (9) Develops local media strategies, objectives, plans, and guidelines in support of the Army's marketing programs.
 - (10) Coordinates the staffing of national advertising projects within USAREC.
 - (11) Advises brigades and battalions on advertising production procedures.
 - (12) Reviews and approves local advertising projects, both broadcast and print.
 - (13) Reviews and approves brigade local marketing plans.
 - (14) Provides liaison between USAAC, Health Services Directorate, and brigades on advertising and marketing programs.
 - (15) Develops and conducts marketing program classes at the RRS.
 - (16) Develops and prepares marketing training plans for brigade APA and conducts training at USAREC-sponsored G7/9 and AMEDD advertising and marketing training conferences.
 - (17) Supports brigade requests during quarterly ATB meetings.
 - (18) Makes staff assistance visits to brigades.
 - (19) Develops budgets to support local advertising and marketing programs.
 - (20) Serves as command manager for Local Recruiting Support System.
 - (21) As required, coordinates with professional organizations to support sponsorships or TAIR events during conventions.
 - (22) Establishes policy and procedures for the TAIR Program and centers of influence (COI) related activities and functions.
 - (23) Coordinates marketing communications planning and execution with the USAREC G3 and G2, the USAAC G7/9, and the Army Brand Group via the ATB.
- f. PaYS Division functions.
- (1) Trains PaYS partner personnel on the PaYS Program and IT systems. Provides retraining as necessary or as personnel turn over. Reviews reporting mechanisms with partners to determine Soldier availability and interview and hire data. Encourages reinvestment in the form of new jobs for enlisting applicants. Facilitates communications with the local battalion.
 - (2) Trains battalion personnel on the PaYS Program and the tools available on the associated Intranet and Internet sites. Encourages battalion involvement during PaYS overview presentations. Facilitates communication and a relationship between the battalion and their local PaYS partners.
 - (3) Conducts training for GCs at MEPS and attends the periodic GC and operations training conferences to provide updates on new procedures.
 - (4) Prepares PaYS marketing presentations and training materials for use by battalion and brigade leaders and recruiters, to include courses taught at USAREC training conferences, the RRS, and professors of military science and recruiting operations officers courses at USACC.
 - (5) Provides training to professors of military science and recruiting operations officers during USACC courses. Trains USACC cadre at their host universities. Provides PaYS Program information to ROTC cadets.
 - (6) Tracks ROTC Guaranteed Reserve Forces Duty cadets who have chosen to participate in the PaYS Program. Sends each cadet a survey and collects and compiles the data to track the success of the program. Facilitates initial communication between the cadet and their selected PaYS partner. Tracks cadet interview and hire data.
 - (7) Coordinates and attends PaYS signing ceremonies with battalions and brigades, to include working with the Public Affairs Division staff and the public relations staff of the new partner for press releases and media events.
 - (8) Develops and prepares policy recommendations to the CG on issues relating to sustaining and expanding PaYS.
 - (9) Prepares correspondence for Command Group to forward completed memoranda of agreement, certificates, star notes, and support materials to partners.
 - (10) Prepares correspondence for senior Army leaders to use in promoting the PaYS Program to Fortune 500 companies and DOD contractors.
 - (11) Prepares reports to the CG USAREC, CG USAAC, CG USACC, and the Army G1 on the number of Soldiers and cadets who enlist with the PaYS option.
 - (12) Prepares articles about the PaYS Program for publication in the Recruiter Journal and other media outlets.
 - (13) Researches new potential partners to determine eligibility and provides a partnership recommendation to the PM.
 - (14) Briefs potential PaYS partners on the benefits of the program and answers questions regarding the operational aspects of the program.

- (15) Prepares job associations to match Army MOS descriptions to civilian jobs posted by the PaYS partners.
- (16) Processes and tracks partnership status information and provides the data to the USAREC staff and other Army staff elements as required.
- (17) Coordinates and conducts periodic conferences with PaYS partners to explain evolving practices and procedures and obtain partner input and feedback.
- (18) Attends national conventions to ensure the PaYS Program message is highly visible.
- (19) Develops and presents PaYS briefings at regional and national conferences to Army, DOD, and civilian audiences.
- (20) Provides a representative to serve on the Configuration Control Board and USAAC system integration forums.
- (21) Maintains the PaYS Web Site and coordinates with USAAC G6 to ensure the site complies with Army standards.
- (22) Maintains the PaYS Help Desk to provide service and assistance to Soldiers and partners in answering operational and technical questions.
- (23) Maintains an integrated information system to communicate with Army information systems for enlistment and assignment information.
- (24) Maintains service interface agreements with selected Army information systems to ensure reliable information transfer.
- (25) Develops and maintains a database for PaYS jobs that is accessible to the partners and transmits the information to REQUEST and other Army information systems.
- (26) Develops and maintains Web-based training programs to assist partners in loading jobs in the PaYS database.
- (27) Develops and maintains communications with PaYS Soldiers through a variety of means, including the PaYS Information Exchange and Army Knowledge Online.
- (28) Provides routine ad hoc quantitative analysis support of command briefings and inquiries to support senior leader decisionmaking.
- (29) Coordinates with external agencies to ensure program integration with related programs such as the Army Career and Alumni Program, Credentialing Opportunities Online, and Wounded Warrior.
 - g. Public Affairs Division functions.
 - (1) Develops communications strategies to achieve USAREC goals.
 - (2) Develops and prepares a variety of written and graphic information products for Command Group's use in conveying USAREC's position to high-level audiences and senior leadership.
 - (3) Prepares briefing materials for the CG, DCG, and CoS.
 - (4) Prepares and staffs news and feature material for release to various communications media.
 - (5) Serves as point of contact for news media representatives and, upon approval, is the releasing authority for the headquarters.
 - (6) Provides guidance and training on media relations to all levels of the command.
 - (7) Designs and maintains up-to-date information on the USAREC G7/9 Web Site.
 - (8) Provides talking points, questions and answers, and guidance on media inquiries.
 - (9) Provides staff supervision and technical guidance for public information, community relations, and command information programs at brigade and battalion levels.
 - (10) Publishes the Recruiter Journal, Pocket Recruiting Guide, and other printed material.
 - (11) Conducts and monitors the Army Hometown News Release Program.
 - (12) Provides liaison between HQ USAREC, TRADOC Public Affairs Officer (PAO), Army G1 PAO, and DA OCPA.
 - (13) Acts as point of contact with the PAO of Fort Knox and other tenant units at Fort Knox.
 - (14) Conducts public affairs training for brigade and battalion APA staffs.
 - (15) Prepares talking points; questions and answers; and scripts for events, occurrences, and projects.
 - (16) Manages the GO and CSM Support Program.
 - (17) Serves as point of contact for commandwide programs such as Civilian Aides to the Secretary of the Army (to include periodic updates and nominations forwarded to DA), General Officer Speaker Program, Reserve Ambassadors, and partnerships with civic and veterans organizations.
 - h. Education Division functions.
 - (1) Monitors the DOD School Testing Program and develops goals and strategies to increase the use of the Armed Services Vocational Aptitude Battery.
 - (2) Develops command policy for administration of educational programs that govern recruiting in the secondary and postsecondary school markets.
 - (3) Develops and manages informational programs which provide the latest information and opportunities to the education community as well as to the USAREC internal market.
 - (4) Recommends new education programs and incentives to maintain the Army's education advantage.

- (5) Establishes and maintains formal linkage with strategic national education and business agencies and associations, informing them of the Army story.
- (6) Establishes command policy and develops strategies for brigade and battalion ESSs' coalition building efforts.
- (7) Advises the command on developments, changes, and trends in education.
- (8) Reviews and validates education credential evaluations.
- (9) Manages the Concurrent Admissions Program, which provides access to colleges and universities.
- (10) Develops and conducts training for battalion commanders, XOs, and company commanders at HQ USAREC on the School Recruiting Program.
- (11) Provides policy, guidance, and manages the E/COI Tour Program which helps to improve access to high schools and colleges.
- (12) Serves as the command PM for the Defense Manpower Data Center database and provides updates to the Office of the Undersecretary of Defense (Office of the Secretary of Defense) on school access.
- (13) Helps brigades and battalions build partnerships with schools and the education community.
- (14) Develops and publishes guidelines for the school recruiting plan, the school plan matrix, and the school plan review.
- (15) Works with national education associations and government agencies to maximize recruiter access to schools.
- (16) Establishes contact with other government agencies in the development of job, occupational, and career information.
- (17) Establishes and maintains a positive working relationship with other military recruiting services.
- (18) Maintains linkage with Army Continuing Education System, HQDA.
- (19) Manages Career Program 31 (Education) for HQ USAREC, brigade, and battalion ESSs.
- (20) Staff proponent for USAREC Reg 1-18, USAREC Reg 601-59, USAREC Reg 601-81, USAREC Reg 601-101, USAREC Reg 601-104, USAREC Reg 621-1, USAREC Reg 621-2, USAREC Pam 350-13, and USAREC Pam 601-30.
- (21) Acquires and maintains current literature on school-to-work, home study, charter schools, and tech prep/youth apprenticeship programs.
- (22) Manages ESS standardization and evaluation of ESS functions.
- (23) Develops and prepares information papers and training plans for ESSs and conducts training at USAREC-sponsored ESS training conferences.
- (24) Makes inspection and staff assistance visits to brigades and battalions.
- (25) Serves as the G7/9 functional for the Force Structure and ZIP Code Realignment school database application.
- (26) Serves as the command liaison for DA's M2S Program. Responsible for M2S policy and guidance to USAREC units.
- (27) Provides updates and information on school access relating to the Solomon Amendment, Hutchinson Amendment, and No Child Left Behind Act.
- (28) Serves as headquarters point of contact for USAREC Job Corps partnership and works with G3 in developing Job Corps education enlistment eligibility policy.
- (29) Develops high school access and college penetration slides for unit briefings.
- (30) Provides input to the G3 regarding education incentives, school folders, education enlistment eligibility, and the commander's situational awareness form.
- (31) Coordinates the scheduling and participation of ESSs at national professional conferences.
- (32) Responsible for coordinating education outreach activities and programs with USAAC, to include education partnerships.
- (33) Provides guidance to and monitors the COI Event Program.
- (34) Reviews education RPIs, develops and updates education marketing initiatives, and coordinates education promotional materials with ESSs.
- (35) Provides information for the USAREC speaker kit and the E/COI presentation kit.
- (36) Manages the Davis-Kunisch Memorial Award.
 - i. Outreach Division functions.
 - (1) Develops outreach strategies, objectives, plans, and guidelines in support of the Army's outreach programs.
 - (2) Serves as point of contact for commandwide partnerships with civic and veterans' organizations.
 - (3) Tracks an extensive list of contacts to assist in coordination of programs and conflict resolution.
 - (4) Develops budgets to support outreach programs to include national conventions and the USAREC Entertainment Team.
 - (5) Advisor to brigades and battalions on outreach procedures.
 - (6) Serves as proponent for USAREC Reg 1-18, USAREC Reg 5-3, USAREC Reg 360-12, USAREC Reg 600-31, USAREC Reg 600-34, and USAREC Reg 601-85.

- (7) Oversees deployment of the USAREC Entertainment Team.
- (8) Oversees execution of the USAREC National Convention Program.
- (9) Provides support to AMEDD advertising, marketing, and outreach programs.
- (10) Manages promotional and community outreach programs, such as the AR National Scholar/Athlete Award Program, the Youth Certificate of Recognition Award Program, and the publication of Junior Reserve Officers' Training Corps outreach materials.
- (11) Develops an extensive USAREC-wide COI Program.
- (12) Provides brigade and battalion training on the understanding and coordination of the command's COI Program.
- (13) Coordinates special COI events such as the All-American Bowl COI Tour, the annual G7/9 Training Conference, and other commandwide involvements.

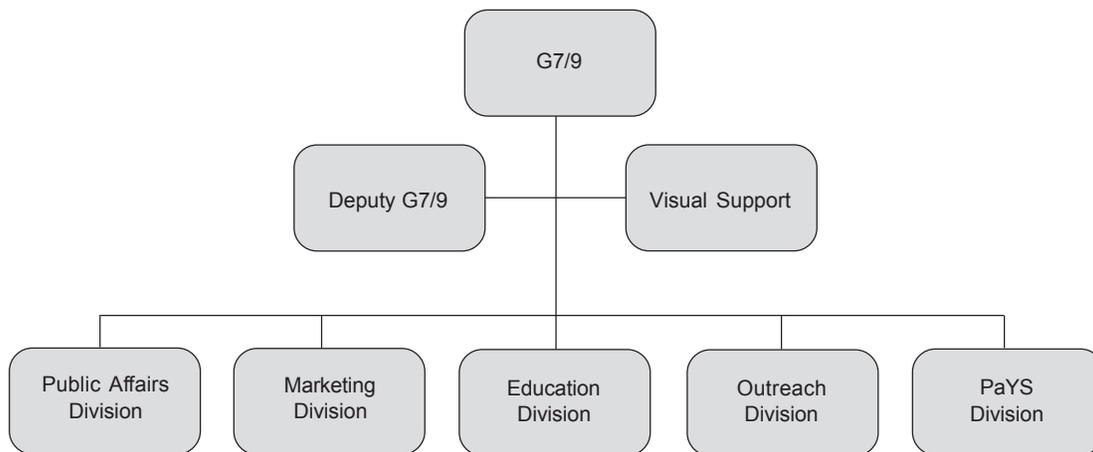


Figure 2-10. G7/9 organizational chart

2-26. ACS, RRS-T

a. Core competency. The RRS-T comprises five divisions and is led by the RRS Commandant, who also serves as the ACS RRS-T. This dual-hatted position is the result of an agreement between the CG USAREC and the CG, Soldier Support Institute, to facilitate synchronization between the two organizations. The RRS-T develops, writes, and maintains all recruiting doctrine and training publications; develops, integrates, and assesses all training programs; performs liaison functions with TRADOC to ensure availability of training seats for the professional development of Soldiers assigned to USAREC; and functions as the training and personnel proponent office for MOS 79R and all associated classification and structure elements. See figure 2-11 for organizational chart.

b. Functions.

- (1) Manages and evaluates the training budget for the command.
- (2) Provides input and assistance for the research, development, and evaluation of support material used to assist institutional, organizational, and self-development training domains.
- (3) Contributes monthly articles and the recruiter test to the Recruiter Journal.
- (4) Serves as the executive agent for the USAREC staff proponent working group, which meets quarterly to synchronize doctrine, personnel proponenty, and training requirements.

c. Plans Division functions.

- (1) Assists with the training of brigade and battalion master trainers (Master Trainers Academy).
- (2) Evaluates and approves commercial leader training programs.
- (3) Provides training guidance to USAREC elements on changes or new recruiting programs.
- (4) Functional proponent for the execution of the USAREC Deputy Commanding Officer, CoS, and XO Courses.
- (5) Prepares and maintains the command's long-range training calendar, which includes all headquarters, brigade, and battalion training events.
- (6) Plans, prepares, and conducts USAREC-level training functions such as the annual leaders training conference, PCC, new SGMs training, and annual SGMs training workshop.

(7) Prepares all operations orders, warning orders, and fragmentary orders for the directorate.

c. Learning Management System (LMS) and Futures Division functions.

(1) Serves as HQ USAREC training development expert.

(2) Evaluates commercial training products and contractor solicited proposals.

(3) Serves as SME for the integration and implementation of present and future training technologies.

(4) Serves as liaison between the RRS and HQ USAREC staff for the integration of new systems training.

(5) Assesses the impact of new or changed USAREC programs, policies, and doctrine on individual, organizational, and institutional training.

(6) Coordinates logistics and serves as technical advisor and executive producer for video productions to be used in the Army Recruiting Information Support System (ARISS). Ensures video products are technically accurate, conforms with recruiting doctrine, and complies with legal and EO guidelines.

(7) Develops and maintains short- and long-range plans to update ARISS videos.

(8) Manages the production of scripts and establishes technical and process specifications (standards). Coordinates activities of the TRADOC visual information, AMEDD C&S facilities, and contracted agencies for the production of videos and multimedia products.

(9) Serves as the executive agent for the production and maintenance of all training and command information videos (more than 250 videos) which supports recruiters and Army GCs.

(10) Manages the deployment and use of the USAAC LMS and Virtual Classroom Server (VCS).

(11) Provides LMS and VCS technical support and training to HQ USAREC, RRS, and the recruiting force.

(12) Develops and maintains short- and long-range plans for the LMS and distance learning (DL) programs.

(13) Develops DL for stand-alone training and institutional preresident training programs. Supports mobile training teams and requests for sustainment training.

(14) Manages the deployment and testing of DL courses in the LMS.

(15) Manages the roles of users and managers in the LMS and VCS.

(16) Serves as the SME or coordinates for SME support for the development of training materials by commercial vendors.

(17) Performs quality control functions for DL courses in the LMS.

(18) Serves as the contracting officer technical representative for DL course development.

(19) Participates in job and task analysis and review boards for individual, organizational, and institutional training.

(20) Serves as the primary agent for government and nongovernment DL programs, technologies, and initiatives.

d. Training and Assessment Division functions.

(1) Assists brigade and battalion leaders in determining their training needs. Coordinates training programs to support the field.

(2) Reviews and assesses recruiter relief packets for content and trends. Provides the results and recommendations to the CG.

(3) Conducts assessments and AAR reports of training and mobile training team events.

(4) Trains the brigade mobile recruiter training teams to ensure they are ready and relevant.

(5) Trains the command's training force through monthly training via VCS.

(6) Coordinates and manages the Quarterly Training Assessment Board which provides trends from across the command for consideration during preparation of training guidance.

(7) Serves as the advocate and content manager for each echelon for the Recruiting Central Web Site.

(8) Conducts field training assistance visits as requested or directed.

(9) Develops and implements new and revised training programs for the command. Serves as SME for all initiatives associated with training.

(10) Analyzes commercially-produced training programs and tools for incorporation into USAREC training programs.

(11) Assists in development, design, and fielding of management systems such as ARISS, Leader Zone, and Recruiter Zone.

(12) Trains facilitators for all training programs and packages.

(13) Acts as the CG's eyes and ears on all matters concerning training.

e. Personnel Proponency Division functions.

(1) Life-cycle structure. Recommends changes to the TDA for MOS 79R and recruiting commissioned officers. Evaluates system documents, recommends career field criterion, reviews career field conversion and deletion impact, updates future authorizations and requirements, and evaluates TDA change requests.

(2) Life-cycle acquisition process. Recommends quality and personnel accession (acquisition) numbers and selec-

tion criterion. Provides Structure Manning Decision Review input and analyzes attrition data. Determines grade shortfalls, reviews critical task lists, recommends criterion for selected recall programs to support AD mobilization requirements, and develops recruitment strategy for the career field in concert with USAREC G1.

(3) Individual training and education. Identifies career field training criterion, evaluates training documents, validates training requests, identifies civilian education opportunities, develops training with industry positions in support of the recruiting mission, and determines personnel required and available for training requirements. Assesses training to ensure career field development, identifies language requirements in support of career fields, and analyzes the enlisted school selection list.

(4) Personnel distribution process. Evaluates career field inventory, prepares scheduled training input, assesses the personnel inventory, and recommends distribution plans to USAREC G2 based on the Average Grade Distribution Model.

(5) Sustainment process. Maintains communication with Soldiers, recommends career field enhancement initiatives, evaluates retention rate of career field, and provides guidance to reclassification authority.

(6) Professional development program. Establishes professional development pattern and policy and prepares DA promotion and command selection board guidance for MOS 79R and the recruiting officer. Analyzes promotion lists, command designation position list, and writes professional development guide.

(7) Separation program. Recommends exceptions to the elimination policy and recommends changes to military retirement policy to include conversion bonus, critical skills retention bonus, and selective reenlistment bonus for MOS 79R. Recommends service obligations for bonus recipients and conducts analysis of the Early-Out Program and stop-loss during mobilization, if applicable.

(8) Special study. Participates in branch, Adjutant General, and Army G1 functional reviews and VCSA functional area assessments, and provides special study input and responds to inquiries.

(9) Ensures there are sufficient school seats available to support the recruiting field force.

(10) Ensures all school training is conducted in accordance with HQDA, TRADOC, and USAREC guidance.

(11) Forecasts training requirements and provides allocation for all recruiting courses.

(12) Interfaces with TRADOC and the U.S. Army Sergeants Major Academy to ensure sufficient number of class seats are available for the DA First Sergeants Course.

(13) Loads attendance information on the Army Training Requirements and Resources System.

(14) Provides support for training requests for service schools such as airborne and air assault for AD Soldiers.

(15) Provides support for USAREC civilian personnel training requests.

(16) Analyzes school seat no-show rates for Command Group.

(17) Represents USAREC at the Structure Decision Manning Review.

f. Doctrine Division functions.

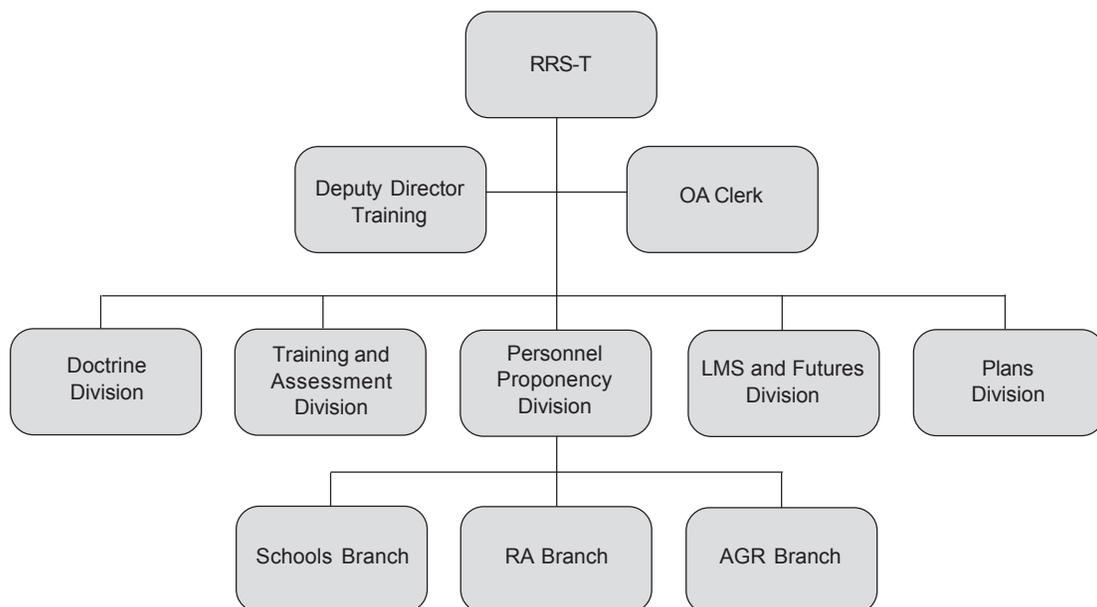


Figure 2-11. RRS-T organizational chart

- (1) Develops, writes, and manages all recruiting doctrine publications.
- (2) Analyzes the effects of operational changes and field initiatives to determine their impact on current doctrine.
- (3) Conducts and participates in common task site selection boards and process action teams to ensure doctrine publications are relevant to the recruiting environment.
- (4) Interfaces with TRADOC, ACOMs, and other Army and DOD agencies to ensure recruiting doctrine conforms with current Army and DOD doctrine.
- (5) Works with USAREC staff directorates to integrate plans and policy changes with recruiting doctrine and related publications.
- (6) Develops and writes doctrinal literature. Ensures constant coordination with agencies involved in authoring, reviewing, and producing doctrinal products.
- (7) Maintains current development status on all proponent doctrinal products. Ensures approved concepts are included in appropriate doctrine and training products.

Appendix A References

Section I Required Publications

There are no entries for this section.

Section II Related Publications

AR 5-4

Department of the Army Productivity Improvement Program.

AR 5-17 with USAREC Suppl 1 thereto

The Army Ideas for Excellence Program.

AR 5-20

Competitive Sourcing Program.

AR 11-2

Management Control.

AR 25-2

Information Assurance.

AR 37-47

Representation Funds of the Secretary of the Army.

AR 71-32

Force Development and Documentation - Consolidated Policies.

AR 190-13

The Army Physical Security Program.

AR 190-45

Law Enforcement Reporting.

AR 190-51

Security of Unclassified Army Property (Sensitive and Nonsensitive).

AR 380-5

Department of the Army Information Security Program.

AR 380-67

Personnel Security Program.

AR 381-12

Subversion and Espionage Directed Against the U.S. Army (SAEDA).

AR 385-10

The Army Safety Program.

AR 601-210

Active and Reserve Components Enlistment Program.

AR 710-2

Supply Policy Below the National Level.

DFAS-IN Reg 37-1

Finance and Accounting Policy Implementation.

JFTR, Vol 1

Uniformed Service Members.

JTR, Vol 2

Department of Defense Civilian Personnel.

USAREC Reg 1-18

Management of Centers of Influence Events.

USAREC Reg 1-21

Inspections.

USAREC Reg 5-3

Marketing Program Planning and Execution.

USAREC Reg 11-1

Assignment of Program and Budget Responsibilities.

USAREC Reg 27-2

Legal Services Support for the United States Army Recruiting Command.

USAREC Reg 37-12

Control of Financial Resources.

USAREC Reg 37-14

Travel and Conferences.

USAREC Reg 37-16

Recruiter Expense Allowance.

USAREC Reg 190-3

Procedures in Drunk Driving Cases.

USAREC Reg 190-4

Incident Reporting.

USAREC Reg 350-1

Training and Leader Development.

USAREC Reg 360-12

Unit Membership in Non-Federal Entities.

USAREC Reg 380-4

Security Program.

USAREC Reg 570-1

Changes to Tables of Distribution and Allowances.

USAREC Reg 600-25

Prohibited and Regulated Activities.

USAREC Reg 600-31

United States Army Recruiting Command Award for Junior Reserve Officers' Training Corps.

USAREC Reg 600-34

United States Army Reserve National Scholar/Athlete Award Program.

USAREC Reg 601-37

Army Medical Recruiting Program.

USAREC Reg 601-56

Waiver, Future Soldier Program Separation, and Void Enlistment Processing Procedures.

USAREC Reg 601-59

Department of Defense Student Testing Program.

USAREC Reg 601-73

Missioning Procedures.

USAREC Reg 601-81

Educator/Centers of Influence Tour Program.

USAREC Reg 601-85

Total Army Involvement in Recruiting.

USAREC Reg 601-87

Recruiting Market Analysis.

USAREC Reg 601-91

Officer Candidate School and Warrant Officer Flight Training Programs.

USAREC Reg 601-95

Delayed Entry and Delayed Training Program.

USAREC Reg 601-96

Guidance Counselor Procedures.

USAREC Reg 601-101

Education Enlistment Credentials.

USAREC Reg 601-104

Postsecondary Schools Recruiting Program.

USAREC Reg 601-105

Health Professions Scholarship Program Instruction Handbook on Applicant and Selectee Processing.

USAREC Reg 601-106

Active Duty for Special Work Program.

USAREC Reg 608-1

National Voter Registration Act.

USAREC Reg 621-1

Montgomery GI Bill, Army College Fund, and Loan Repayment Program.

USAREC Reg 621-2

Concurrent Admissions Program.

USAREC Reg 672-10

Recruiting Incentive Awards.

USAREC Reg 672-13

Annual Awards Program--United States Army Recruiting Command Level.

USAREC Reg 700-5

Integrated Logistics Support.

USAREC Pam 27-65

Procedural Guide for the United States Army Recruiting Command Investigating Officer.

USAREC Pam 350-13

School Recruiting Program Handbook.

USAREC Pam 380-4

Security Manager's Handbook.

USAREC Pam 601-30

Recruiting Battalion Education Services Specialist Handbook.

USAREC Memo 380-3

Information Security Procedures.

Section III

Prescribed Forms

There are no entries for this section.

Section IV

Referenced Forms

There are no entries for this section.

Appendix B

Historical Background

B-1. 1962

The reorganization of the Army, implemented during June 1962, resulted in the transfer of recruiting, examining, induction, and processing responsibilities within CONUS to the CG, Continental Army Command (CONARC) on 1 October 1962. The outcome was the establishment of the Procurement Division, Deputy Chief of Staff for Personnel (DCSPER), Headquarters, Continental Army Command (HQ CONARC) at Fort Monroe, VA; the discontinuance of Military Personnel Procurement Division, The Adjutant General's Office; and later in the year, the establishment of an Armed Forces Examining and Induction Station Branch, Procurement Division, DCSPER, HQDA.

B-2. 1963

In December 1963, the DCSPER, HQDA, directed that all aspects of the recruiting mission be studied. An ad hoc committee, consisting primarily of HQ CONARC personnel, was formed. The committee found that fundamentally the recruiting organizational structure was unsound, that available personnel were not being used most effectively, and that, in numerous instances, recruiters were not positioned in areas which permitted maximum exploitation of the manpower potential for new enlistments.

B-3. 1964

- a. The SA approved the findings of the committee to study recruiting missioning, and on 28 August 1964, the CG

CONARC, was directed to accomplish the following:

(1) Establish the Headquarters, U.S. Army Recruiting Service under the direct command and control of the CG CONARC.

(2) Withdraw responsibility for the recruiting mission from CONUSA (then zone of the interior) and establish a chain of command directly from the recruiting districts to CG CONARC.

(3) Bring about the orderly transfer of the national recruiting publicity function, spaces, and funds to HQ CONARC.

(4) Satellite recruiting activities upon the appropriate Army installations for administrative and logistical support, less personnel management.

(5) Effect necessary consolidations and realignment to provide for uniform supervision and support of the U.S. Army Recruiting Service on a national level.

b. CONARC General Order 78, 25 September 1964, activated HQ USAREC at Fort Monroe, VA, effective 1 October 1964; and removed the recruiting, examining, induction, and processing mission from the responsibilities of the six CONUSA commanders. Recruiting districts were redesignated and reassigned from CONUSA to USAREC.

c. In addition to initial reorganization of the U.S. Army Recruiting Service at USAREC, the HQDA directive contained additional requirements for subsequent organizational separation of recruiting functions from the Armed Forces examining, induction, and processing functions below recruiting district level; elimination of ineffective recruiters; reduction of the number of recruiting main stations (RMSs); and consolidation of recruiting districts. Research, study, and planning were conducted for several months following activation of USAREC to develop a complete reorganization plan to fulfill the HQDA directive. Primary consideration for reorganizing USAREC was given to providing proper supervision and support for the field recruiter engaged in active productivity and to ensure commandwide consistency in the grade structure of enlisted personnel. Administrative consolidations, organizational and geographical realignments, and identification of personnel resources were oriented toward impact on mission accomplishment.

B-4. 1965

a. CONARC General Order 39, 28 June 1965, discontinued the former U.S. Army First Recruiting District located in New York, NY, and redesignated the former U.S. Army Second Recruiting District as U.S. Army First Recruiting District, Fort George Meade, MD, and combined all subordinate activities of both districts under the reorganized First Recruiting District, effective 1 July 1965. Concurrently, General Order 39 reorganized all organizations and units of USAREC at the strengths authorized 1 July 1965. The former Armed Forces and Examining Induction Station and the Joint U.S. Army and U.S. Air Force Processing Units were eliminated; 32 of the 70 RMSs were discontinued; and 70 Armed Forces Examining and Entrance Stations (AFEES) were activated as separate organizations directly under the district commanders, in accordance with DOD Instruction Number 1145.2, 3 June 1965, as amended.

b. The new organization provided the prescribed functional separation at RMS and AFEES operating level; provided emphasis and impetus to a vigorous recruiting effort; permitted the efforts of the RMS commanders to be directed to full-time recruiting supervision and endeavor; and provided for more efficient accomplishment of the AFEES mission.

B-5. 1966

a. USAREC General Order 1, 28 May 1966, organized AFEES, Fort Hamilton, NY, effective 1 June 1966, which increased the total number of AFEES to 71.

b. DA General Order 28, 1 July 1966, redesignated USAREC as a Class II activity and transferred the jurisdiction from CONARC to the DCSPER, HQDA. General Order 28 also placed the RMS and AFEES previously assigned to overseas commands under USAREC, resulting in an increase to 39 RMS and 74 AFEES.

B-6. 1969

USAREC General Order 20, 18 June 1969, reorganized the recruiting districts, effective 1 July 1969, to provide for more equitable distribution of the USAREC mission workload among recruiting districts through redistribution of RMS, AFEES, and geographical areas of responsibility.

B-7. 1970

USAREC General Order 23, 8 June 1970, organized RMS San Juan, PR, effective 1 April 1970, which increased the total RMSs within USAREC to 40.

B-8. 1971-1972

a. As directed by HQDA, USAREC General Order 46, 19 July 1971, organized the U.S. Army Exhibit Unit, Cameron Station, VA, previously assigned to Office of the Chief of Information, HQDA, as a unit of USAREC, effective 1 July 1971, with no change in duty station. USAREC General Order 49, 26 July 1971, redesignated the unit as the U.S. Army

Recruiting Support Center. USAREC General Order 53, 11 May 1972, refined the mission to include the research, design, fabrication, and maintenance of special presentation exhibits of display items in accordance with guidance provided by the Office, Chief of Staff, U.S. Army.

b. In compliance with HQDA instruction, USAREC General Order 72, 16 November 1971, as subsequently amended by USAREC General Order 82, 21 December 1971, and USAREC General Order 13, 31 January 1972, organized the U.S. Army Selection Center (Provisional) at Fort Jackson, SC, effective 8 November 1971, for the purpose of conducting a 6-month test of a concept for selection, testing, classifying, and enlisting qualified applicants into the Army, which incorporated a portion of the British accession system. The U.S. Army Selection Center (Provisional) was discontinued as of 15 December 1972, per USAREC General Order 94, 6 November 1972.

B-9. 1972

In February 1972, DA authorized the establishment of 24 additional RMS, effective 1 April 1972. The first increment of 10 of the 24 were organized, as of 1 May 1972, by USAREC General Order 44, 7 March 1973, which was amended by General Order 77, 9 August 1972, which confirmed verbal order of the CG to organize these RMS. The remaining 14 were organized, effective as of 1 July 1972, by USAREC General Order 68, 23 June 1972.

B-10. 1973

a. USAREC General Order 44, 7 March 1973, directed the relocation of HQ USAREC on a permanent change of station basis, from Hampton, VA, to Fort Sheridan, IL. The advance detachment began movement 1 April 1973, and closed 9 April 1973; the main body began movement 1 July 1973, and closed 15 July 1973.

b. USAREC General Order 133, 28 August 1973, organized the USAREC Flight Detachment with duty station at Naval Air Station, Glenview, IL. The mission of the unit was to provide limited fixed wing air support to HQ USAREC.

B-11. 1974

a. A review of the designations of USAREC subordinate units conducted in the last quarter of FY 74 resulted in a decision to redesignate certain subordinate organizations to better reflect the mission and level of redesignating the former recruiting districts as region recruiting commands effective 1 May 1974. USAREC General Order 202, 18 April 1974, redesignated the former RMSs as district recruiting commands, also effective 1 May 1974.

b. As a result of a Congressionally directed reduction in authorized spaces associated with operation of the AFEES, it became necessary to disestablish eight AFEES as of the end of FY 74. This action was documented in USAREC General Order 264, 23 May 1974, effective 30 June 1974.

B-12. 1975-1976

As a result of an Assistant Secretary of Defense (Manpower and Reserve Affairs) directed AFEES Management Structure Review, 15 August 1975, by a joint service ad hoc working group, the Assistant Secretary of the Army (Manpower and Reserve Affairs), with concurrence of the Service Assistant Secretaries, directed the Army staff, 6 November 1975, in coordination with the other services, to complete reorganization of the AFEES. Reorganization was performed to separate the AFEES system from USAREC. USAREC General Orders 166 (as amended by General Order 223, 12 March 1976) and 167, 26 February 1976 (amended by General Order 224, 12 March 1976, and General Order 323, 8 April 1976), organized the U.S. Armed Forces Examining and Entrance System Command (USAFEESC) (Provisional) under HQ USAREC's jurisdiction, and the USAFEESC Sectors (Provisional), effective 1 March 1976. USAFEESC was located at Fort Sheridan, IL, and the sectors were located as follows: Eastern Sector, Hyattsville, MD; Central Sector, Fort Sheridan, IL; and Western Sector, Oakland Army Base, CA.

B-13. 1977-1978

USAREC assumed the AR recruiting mission in May 1978. The VCSA directed that plans be developed to accomplish complete recruiting mission transfer to USAREC. Effective 12 July 1978, the VCSA approved the transfer of the AR recruiting mission (with current assets) from FORSCOM to USAREC.

B-14. 1983

USAREC subordinate units were redesignated effective 1 October 1983, U.S. Army Northeast, Southeast, Midwest, Southwest, and Western Region Recruiting Commands were redesignated as U.S. Army 1st, 2d, 4th, 5th, and 6th Recruiting Brigades, respectively. District recruiting commands at 56 locations were redesignated as Army Recruiting Battalions.

B-15. 1985

Effective 1 March 1985, a portion of the functions performed at the U.S. Army Recruiting Support Command (RSC) were designated for commercial activity. The Concepts & Designs and Production Divisions are now being supported by commercial contract under the Commercial Activity Program.

B-16. 1985-1987

a. On 1 October 1986, the Information Management Directorate of USAREC was officially transferred to the U.S. Army Information Systems Command (USAISC). This reorganization was based on HQDA guidance which consolidated the five functional areas of information management (automation, telecommunications, audiovisual, records management, and printing and publications). Based on AR 25-5, a Memorandum of Understanding signed 16 July 1985, between the Office of the Deputy Chief of Staff for Personnel and USAISC, and a memorandum of understanding signed 15 August 1985, between USAREC and 7th Signal Command, all resources (personnel and equipment) were transferred to USAISC. While AR 25-5 effected a realignment of positions from USAREC to USAISC TDA, information management responsibilities to USAREC were not changed.

b. Inservice recruiters at FORSCOM and TRADOC installations were transferred from USAREC to the Personnel Command. Functional duties remained unchanged.

c. USAREC expanded its recruiting mission with the assumption of the AR WO Program, assisting with ROTC referrals, and acquisition of selected ACASP and in-house specialty enlistment programs.

B-17. 1988

a. Public Law 100-526, Defense Authorization Amendments and Base Closure and Realignment Act, October 1988, directed the closure of Fort Sheridan, IL, and relocation to Fort Benjamin Harrison, IN.

b. Effective 16 February 1988, the Director of Resource Management and Logistics assumed a dual-hatted role by also becoming the Director of Resource Management and Logistics, U.S. Army Information Systems Command-U.S. Army Recruiting Command (USAISC-USAREC). The USAREC Resource Management and Logistics Directorate exercises resource management responsibilities for USAISC-USAREC by providing financial, logistical, and manpower management services, as necessary to support information mission area programs.

c. Effective 1 October 1988, Fort Monmouth Recruiting Battalion was disestablished.

B-18. 1989

A BRAC Office was established in December 1989 to plan and coordinate the USAREC headquarters relocation and any other BRAC-related actions.

B-19. 1990

In November 1990, Public Affairs, an HQ USAREC special staff office was reorganized into Advertising and Sales Promotion Directorate, which in turn, was renamed Advertising and Public Affairs Directorate.

B-20. 1991

a. The SA on 9 January 1991, approved USAREC realignment (Project Build Down) of recruiting battalions. The recruiting battalion headquarters at Boston, New Haven, and Honolulu were inactivated 26 March 1991. The recruiting battalion headquarters at San Juan, Charlotte, Little Rock, Louisville, Omaha, and Peoria were inactivated 25 June 1991. The Recruiting Battalion Tampa was established 1 October 1991.

b. In April 1991, the Defense Base Closure and Realignment Commission (in accordance with Public Law 101-510), identified Fort Benjamin Harrison, IN, for closure and diverted HQ USAREC to Fort Knox, KY.

c. Also, in April 1991, HQ USAREC was reorganized. Three new directorates were established (Medical, Training, and Reserve Affairs). Positions and functions for the new directorates were realigned from the Recruiting Operations Directorate. Medical Directorate encompassed all nurse recruiting for RA and AR. Training Directorate encompassed all training functional requirements for RA and AR. Reserve Affairs Directorate encompassed all AR recruiting operations programs.

d. In April 1991, the CG merged the two DCG (East and West) positions into one position. The new DCG was charged to oversee the operations of the 1st, 2d, 4th, 5th, and 6th Recruiting Brigades. Additionally, the CoS assumed the title of Deputy Commander/CoS and assumed oversight of the RSC and its related activities.

B-21. 1992

a. The phased relocation of the command to Fort Knox, KY, was initiated in June and ran through December. About 170 civilians and all assigned military relocated. Temporary facilities were upgraded to house the USAREC staff while permanent buildings were renovated. (Permanent building renovation completion was scheduled for January 1995.)

b. USAREC CPO was realigned from the Personnel Directorate to Command Group, Office of the Chief of Staff, which made this office a special staff entity.

c. On 29 June 1992, USAREC Drawdown Phase IV, disestablished the following units: Headquarters, 4th Recruiting Brigade, Fort Sheridan, IL, along with recruiting battalion headquarters in Cincinnati, Newburgh, Richmond, Detroit, and San Francisco.

d. The USAREC Strategic Quality Council was established in August, being made up of the HQ USAREC directors, special staff, and the CoS. The Strategic Quality Council is a focal point for integrating, discussing, and resolving command issues and for promoting quality management in USAREC.

e. On 1 October 1992, six positions were validated for a headquarters and recruiting brigade unit ministry team.

B-22. 1993

a. In June, the USAREC mainframe computer was upgraded to a UNISYS 2200 computer and located in Building 1, Fort Benjamin Harrison, IN. The mainframe is operated and supported by Defense Information Technology Services Organization, Indianapolis, with an interservice support agreement.

b. Effective 31 December 1993, Albuquerque Recruiting Battalion and Milwaukee Recruiting Battalion were disestablished.

B-23. 1994

a. The decision was made to establish a provisional recruiting brigade and locate the headquarters at Fort Knox, KY, and staff from within USAREC, effective 1 October 1994. Chicago Recruiting Battalion along with Great Lakes, Minneapolis, Cleveland, Indianapolis, and Columbus Recruiting Battalions were aligned under the new recruiting brigade structure.

b. As of 1 October 1994, the Command Group was assigned another brigadier general to function as the second DCG. Title for this position is DCG-West. This GO is responsible for the 5th and 6th Recruiting Brigades and the RSC. The current DCG has command and control of 1st, 2d, and 3d Recruiting Brigades.

c. On 17 May 1994, the SA designated the CG USAREC as a general courts-martial convening authority. As the principal legal advisor to a general courts-martial convening authority, the Command Legal Counsel was then redesignated as an SJA.

d. USAREC mainframe operations migrated from Fort Benjamin Harrison, IN, to the Denver Mega Center at Lowry Air Force Base in August 1994.

e. Quality management boards were established within all directorates in 1994 as part of the Total Recruiting Quality Program.

B-24. 1995

a. The RSC was disestablished at Cameron Station, Alexandria, VA, in July 1995, and relocated to Fort Knox, KY. It was established as the U.S. Army Recruiting Support Battalion (RSB) on 11 August.

b. National Conventions and Trade Shows Branch moved from HQ USAREC, Advertising and Public Affairs Directorate to the RSB in July 1995.

c. First command homepage established on the Internet by the Advertising and Public Affairs Directorate in August 1995.

d. The Joint Recruiting Information Support System (JRISS) Project Management Office was established and in June 1995, the product manager arrived to lead the efforts of developing and fielding JRISS.

e. The USAREC Reengineering Plan was briefed to the VCSA on 25 August 1995, and given approval to continue leading recruiting efforts in USAREC to the 21st century.

f. USAREC dedicated its new headquarters building on 13 September 1995. The building is known as the General Maxwell R. Thurman Center for Recruiting Excellence.

g. On 1 October 1995, the Information Management Directorate formed the Systems Integration Office to facilitate the migration from legacy systems, Army Recruiting and Accession Data System and Army Recruiting Command Central Computer System, to the new JRISS under development.

h. The Information Management Directorate performed extensive work developing the Agency Procurement Request, Analysis of Alternatives Requirement Analysis, and Justification and Approval for sole source contract, resulting in Army approval for a 3-year extension for the Army Recruiting and Accession Data System contract.

i. The Information Management Directorate successfully negotiated a 3-year extension to support USAREC's transition to the new system at the end of FY 98.

j. The CG directed the establishment of the Executive Support Group in support of the Command Group's briefing needs. It was later redesignated as the Strategic Planning Group and currently operates as the Command Planning

Group.

B-25. 1996

- a. On 1 October 1996, USAISC-USAREC was transferred from the Personnel Information Systems Command to the Personnel Command and became known as Auto-USAREC.
- b. Effective September 1996, USAREC took ownership of the Golden Knights parachute teams from TRADOC. Eighty-two positions were placed on the TDA.
- c. The chaplain recruiting mission responsibility was placed at recruiting brigade headquarters, October 1996 (FY 97).

B-26. 1997

- a. In January 1997, the Family Advocacy Program was enhanced. Program funding was not distributable to recruiting brigades, so the five PM positions were transferred to the headquarters TDA with duty stations remaining at recruiting brigade level.
- b. The CG directed the Training Directorate assets be divided between the Recruiting Operations Directorate and the RSB effective 22 April 1997.
- c. HQ USAREC reorganization changes in 1997.
 - (1) Recruiting Operations Directorate absorbed the Health Services Directorate and the Reserve Affairs Directorate. The Health Services Directorate was established under the Health Services Division with the Army Nurse Branch, an Incentives Branch, a Specialist/Veterinary/Dental Corps Branch, and a Medical Service Corps Branch subordinate. Reserve Affairs Directorate became the Reserve Operations Branch with a Recruiting Operations AR Advisor Office.
 - (2) The Enlistment Standards Directorate was downsized and made an office in Recruiting Operations Directorate called the Recruiting Impropriety and Investigation Office.
 - (3) The Training Directorate was also moved to Recruiting Operations Directorate as the Training and Education Division.
 - (4) A senior AR advisor was added to the Command Group as an assistant chief of staff to strengthen AR visibility.
 - (5) The Special Projects Office was disestablished with functions being absorbed by the Program Analysis and Evaluation Directorate.
 - (6) Additional military investigative positions were approved for the Recruiting Operations Directorate, Recruiting Impropriety and Investigation Office (one major, one master sergeant, and four sergeants first class).
 - (7) Effective 9 June 1997, the Resource Management and Logistics Directorate separated the Logistics portion of the directorate to make a Directorate of Logistics. The Director of Resource Management military "06" slot was converted to a civilian GM 15 position.
- d. Effective 1 October 1997, the ASG (Provisional) was activated to provide logistical support to the command. The ASG, later renamed the ASB, provided command and control for the RSB and Golden Knights.

B-27. 1999

USAREC CPO was realigned back to Personnel (G1) Directorate whereby CPO reports to the ACS G1, while retaining a direct line of communication to Command Group to the Office of the Chief of Staff.

B-28. 2002

In accordance with section 561 of the National Defense Authorization Act of Fiscal Year 2001, No 06-398 required the SA to initiate the 10 Company Contract Pilot Program. On 23 January 2002, the SA initiated the Contract Company Pilot Program. USAREC required two contractors to provide support for the 10 recruiting companies. The recruiting company selection was carefully balanced on a strict set of standards known to affect recruiting actions. The companies selected were Jackson, MS; Oklahoma City, OK; Dayton, OH; Delmarva, DE; Tacoma, WA; Homewood, IL; Fairview Heights, IL; Harrisburg, PA; Wilmington, NC; and Salt Lake City, UT.

B-29. 2003

On 5 August 2003, the CG approved the standardization of recruiting brigade headquarters staffing. This action established identical staffing types and levels for all five recruiting brigades.

B-30. 2005

- a. On 7 January 2005, the five AMEDD detachments became Medical Recruiting Battalions (Provisional).
- b. USAREC's internal review position (auditor) was converted from 0511 (Auditor) to 0510 (Financial Analyst) effected 15 April 2005. This position will be the liaison for audits from the U.S. Army Audit Agency and other external

agencies as well as facilitating internal review from higher headquarters. This conversion was directed by the SA.

B-31. 2006

- a. Effective 1 March 2006, USAREC established the ACS G7 (Training and Proponency). The Commandant, RRS, will serve in the dual capacity as the ACS G7 and the RRS Commandant, per agreement with the CG, Soldier Support Institute. All resources previously programmed to G3 for the former USAREC Training Division were allocated to the new G7.
- b. Effective February 2006, the EEO Office and EO Office moved from the G1 to the Office of the Chief of Staff.
- c. On 5 April 2006, the USAREC CG approved the reorganization and merger of G5 (Marketing, Partnership and Outreach) and Command Planning Group with an effective date of 1 May 2006.
- d. In May 2006, DA approved a minimal recruiting battalion staffing requirement of 28 positions with variable staffing in the S1 and S3.

B-32. 2007

- a. On 1 April 2007, HQDA approved the activation of the Recruiting Support Command and the transfer of USAREC manpower assets from the five recruiting brigade headquarters to staff the Recruiting Support Command. Each recruiting brigade became a brigade recruiting team with 56 personnel requirements. The Recruiting Support Command provides personnel, logistical, and comptroller support to the five brigade recruiting teams and one Medical Recruiting Brigade. The Recruiting Support Command was later renamed the U.S. Army Special Missions Brigade (SMB).
- b. Effective 1 October 2007, the Special Operations Recruiting Company became the Special Operations Recruiting Battalion within the 2d Recruiting Brigade. Effective 1 March 2008, the Special Operations Recruiting Battalion moved from the 2d Recruiting Brigade to the SMB.
- c. On 1 May 2007, the CG approved the reorganization of the G5 and the establishment of the G7/9. The G7/9 merged all of USAREC's communications and outreach efforts, such as, local advertising, public affairs, PaYS, education, events, promotions, partnerships, and community outreach.
- d. In May 2007, the G7 was renamed RRS-T.
- e. On 2 October 2007, the Medical Recruiting Brigade stood up.
- f. On 1 May 2007, Jackson Recruiting Battalion was inactivated. This initiative was part of an ongoing realignment of recruiting missions and recruiting battalion boundaries within the states of Mississippi, Louisiana, and parts of western Tennessee and eastern Arkansas.
- g. On 1 May 2007, Fresno Recruiting Battalion was activated. The recruiting boundaries in Los Angeles and Sacramento Recruiting Battalions were realigned to create the recruiting markets for the Fresno Recruiting Battalion.
- h. The command began the effort of inactivating Des Moines, St. Louis, and Pittsburgh Recruiting Battalion Headquarters. These three recruiting battalion headquarters inactivated on 1 March 2008. This initiative is part of an ongoing realignment of recruiting missions and recruiting battalion boundaries.
- i. New Orleans Recruiting Battalion moved to Baton Rouge as a result of realignment of recruiting boundaries. On 17 May 2007, New Orleans Recruiting Battalion was renamed Baton Rouge Recruiting Battalion.

B-33. 2008

- a. In February 2008, the CG's Initiative Group was stood up. The group serves as the executive advisor to the CG and as the Chief of the Future's Laboratory (Research, Innovation, and Concept Integration Center).
- b. Dakota Detachment was implemented 1 October 2008. This detachment is comprised of two companies: Sioux Falls and Fargo. The detachment's area of operation will be North and South Dakota. Minneapolis Recruiting Battalion will have operational control.

Glossary

Section I Abbreviations

AAR

after-action review

ABCMR

Army Board for Correction of Military Records

ACASP

Army Civilian Acquired Skills Program

ACOM

Army command

ACS

Assistant Chief of Staff

AD

active duty

AECP

AMEDD Enlisted Commissioning Program

AFEES

Armed Forces Examining and Entrance Station

AGR

Active Guard Reserve

AMEDD

Army Medical Department

AMEDD C&S

AMEDD Center and School

AMSC

Army Medical Specialist Corps

AN

Army Nurse Corps

APA

advertising and public affairs

APMC

AMEDD Professional Management Command

AR

Army Reserve

AR MEDCOM

Army Reserve Medical Command

ARC
Army Recruiter Course

ARISS
Army Recruiting Information Support System

ARISS-PER
Army Recruiting Information Support System-Personnel

ARNG
Army National Guard

ASAP
Army Substance Abuse Program

ASB
U.S. Army Accessions Support Brigade

ASG
Area Support Group

AT
antiterrorism

ATB
Accessions Targeting Board

ATC
annual training conference

ATO
antiterrorism officer

BES
budget end strength

BJA
brigade judge advocate

BRAC
base realignment and closure

CG
Commanding General

COC
Command Operations Center

COE
Chief of Engineers

COI
centers of influence

CONARC
Continental Army Command

CONUS
continental United States

CONUSA
the numbered armies in the continental United States

CoS
Chief of Staff

CPO
civilian personnel office

CSM
command sergeant major

DA
Department of the Army

DC
Dental Corps

DCG
Deputy Commanding General

DCS
Deputy Chief of Staff

DCSINT
Deputy Chief of Staff for Intelligence

DCSPER
Deputy Chief of Staff for Personnel

DEP
Delayed Entry Program

DL
distance learning

DOD
Department of Defense

DTP
Delayed Training Program

DTS
Defense Travel System

E/COI
educator/centers of influence

EEO
equal employment opportunity

ENTNAC
Entrance National Agency Check

EO

equal opportunity

ESS

education services specialist

FAP

Financial Assistance Program

FLIPL

financial liability investigation of property loss

FNEP

Funded Nurse Education Program

FORSCOM

U.S. Army Forces Command

FP

force protection

FSR2S

Future Soldier Remote Reservation System

FSTP

Future Soldier Training Program

FY

fiscal year

GC

guidance counselor

GO

general officer

GSA

General Services Administration

HPLRP

Health Professions Loan Repayment Program

HPSP

Health Professions Scholarship Program

HQ Comdt

Headquarters Commandant

HQ CONARC

Headquarters, Continental Army Command

HQ USAAC

Headquarters, U.S. Army Accessions Command

HQ USAREC

Headquarters, U.S. Army Recruiting Command

HQDA

Headquarters, Department of the Army

HR

human resources

HRC

U.S. Army Human Resources Command

HRC-Alexandria

U.S. Army Human Resources Command-Alexandria

HRC-St. Louis

U.S. Army Human Resources Command-St. Louis

IG

inspector general

IMA

Individual Mobilization Augmentee

IR

information requirement

IRR

Individual Ready Reserve

IT

information technology

JRFC

Joint Recruiting Facilities Committee

JRISS

Joint Recruiting Information Support System

LMS

Learning Management System

LNCO

liaison noncommissioned officer

LOD

line of duty

LSS

Lean Six Sigma

MC

Medical Corps

MEDCOM

U.S. Army Medical Command

MEPS

military entrance processing station

MOS

military occupational specialty

MRB

U.S. Army Medical Recruiting Brigade

MS

Medical Service Corps

M2S

March 2 Success

NCO

noncommissioned officer

NCOER

noncommissioned officer evaluation report

OBC

Officer Basic Course

OCAR

Office of the Chief, Army Reserve

OCS

Officer Candidate School

OCPA

Office of the Chief Public Affairs

OER

officer evaluation report

OPM

Office of Personnel Management

OTSG

Office of The Surgeon General

PAE

positioning analysis and evaluation

PAO

public affairs officer

PaYS

Partnership for Youth Success

PCC

Precommand Course

PM

program manager

PS

prior service

PSSP

Personnel Security Screening Program

RA

Regular Army

RC

Reserve Component

RCCC

Recruiting Company Commanders Course

REQUEST

Recruit Quota System

RFO

request for orders

RI

recruiting impropriety

RMS

recruiting main station

ROC

Recruiting Operations Center

ROTC

Reserve Officers' Training Corps

RPI

recruiting publicity item

RRS

Recruiting and Retention School

RS

recruiting station

RSB

U.S. Army Recruiting Support Battalion

RSC

U.S. Army Recruiting Support Command

SA

Secretary of the Army

SGM

sergeant major

SI

security interviewer

SJA

staff judge advocate

SMB

U.S. Army Special Missions Brigade

SME

subject matter expert

SOH

safety and occupational health

SPC

Strategic Planning Cell

STRAP

Specialized Training Assistance Program

TAIR

Total Army Involvement in Recruiting

TAIS

the attentional and interpersonal style

TDA

tables of distribution and allowances

TDY

temporary duty

TOPMIS

Total Officer Personnel Management Information System

TRADOC

U.S. Army Training and Doctrine Command

USAAC

U.S. Army Accessions Command

USACC

U.S. Army Cadet Command

USAFEESC

U.S. Armed Forces Examining and Entrance System Command

USAISC

U.S. Army Information Systems Command

USAISC-USAREC

U.S. Army Information Systems Command-U.S. Army Recruiting Command

USARC

U.S. Army Reserve Command

USAREC

U.S. Army Recruiting Command

USMEPCOM

U.S. Military Entrance Processing Command

USUHS

Uniformed Services University of Health Sciences

VC

Veterinary Corps

VCS

Virtual Classroom Server

VCSA

Vice Chief of Staff, U.S. Army

WO

warrant officer

WOFT

Warrant Officer Flight Training

XO

executive officer

1SG

First Sergeant

24/7

24 hours a day, 7 days a week

Section II**Terms****accomplish**

To complete a task or function.

administer

To superintend or manage the execution, conduct of, or use.

advise

To recommend a course of action; to counsel.

analyze

To study factors of a situation or problem in detail.

approve

To sanction officially; to ratify; to endorse; to accept as satisfactory. To sanction or ratify connotes exercises of command or delegated supervisory decision authority; to endorse as to content or intent connotes authority to recommend. (This word may be used in the sense of either of its two definitions: To sanction or ratify, or to endorse as to content or intent.)

assign

To appoint, designate. (Assign (appoint) someone to a job (designate) areas of responsibility.)

authority

The right to act or exact action by others within a prescribed area; the power to decide and to require that decisions are acted on.

authorize

To commission; to empower to act; to sanction. (Connotes command or delegated supervisory authority.)

command

To exercise authority through command channels. To direct or control with the authority that individual exercises over his or her subordinates because of his or her grade and assignment. Command involves the authority and responsibility inherent in an assignment for planning, organizing, directing, coordinating, and application of available resources and includes responsibility for health, welfare, morale, and discipline of assigned personnel.

conduct

To manage, lead, direct, or carry on a mission, function, task, or assignment. (Connotes command or delegated supervisory authority, with or without responsibility for decision.)

contact point

An organizational element (or an individual) not having primary responsibility for a function, but designated as the responsible element or individual to coordinate fragmented or functions, and one that represents the organization in dealing with other agencies.

control

To exercise directing or restraining power over; to regulate, curb, or check.

coordination

Consultation leading to an expressing of views. To cause or act or work together for a common purpose; as in timing, unifying, and integrating work.

decide

To render a judgment; to settle or determine. (Connotes command or delegated supervisory decision authority.)

direct

To give authoritative orders or instructions; to regulate activities or course of action. (Connotes command or delegated supervisory decision authority.)

function

A principal activity performed by an organizational element to accomplish an assigned responsibility (mission); normally, a group of related component tasks.

liaison

To coordinate activities or intercommunicate between (perform liaison) separate organizational entities.

manage

To direct, plan, develop, organize, guide, coordinate, and control all aspects of execution and all resources available to achieve objectives. To administer in the broadest sense of overall control. (This verb implies responsibility for all aspects of an operation or activity.)

monitor

To oversee for accuracy, faults, or weaknesses; to critically observe, review, or maintain awareness of situation, programs, or projects without authority for direction, control, or supervision, but with responsibility for advising the proponent of action needed or current status.

operational control

Authority to assign tasks, designate objectives, and staff supervise their execution. (Excludes administration matters, such as personnel matters, supply services, discipline, internal organization, training, and other such matters to be included in the operational mission of the subordinate activity.)

plan

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks to be performed by the

participants and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and, normally, does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming.

prescribe

To lay down as a rule of action. (Connotes command or delegated supervisory decision authority.)

program

An organized procedure for carrying out an assigned responsibility or mission. Although its elements may vary considerably, it usually includes a statement of the responsibility (mission), objectives achieved within specific dates, priorities, resources to be provided, schedule to be accomplished, progress indicators, and follow-on requirements.

proponent

The directorate or special staff office responsible for developing, coordinating, publishing, and implementing a command directive and/or execution of responsibility for a specific function.

review

To examine or reexamine with a purpose, such as to determine administrative correctness or adequacy of content.

staff responsibility

To advise subordinates of the commander's plans and policies, assist in carrying them out, determine the extent to which they are being followed, and advise the commander thereof.

supervise

To direct personally (indicates personally superintending or overseeing an action).

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