Department of the Army
Headquarters, United States Army Cadet Command
204 1st Cavalry Regiment Road
Fort Knox, Kentucky 40121

USACC Regulation 10-5

15 February 2016

Organizations and Functions

UNITED STATES ARMY CADET COMMAND

FOR THE COMMANDER:

OFFICIAL:

PEGGY C. COMBS
Major General, U.S. Army
Commanding

KEVIN F. GREGORY
Colonel, GS
Chief of Staff

History. This publication is a major revision. The portions affected by this action are listed in the summary of change. This regulation supersedes USACC Regulation 10-5 (November 2010). This regulation rescinds USACC Pamphlet 145-10, Battalion Operations Guide (September 2011).

Summary. This regulation prescribes the organization, mission, and functions of the United States Army Cadet Command (USACC).

Applicability. This regulation applies to all elements of USACC.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G5 USACC.

Army management and control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the Chief of Staff USACC.

Suggested improvements. Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) to Headquarters, USACC, ATTN: ATCC-SI, Fort Knox, KY 40121-5123.

Distribution. Distribution of this regulation is intended for HQ, USACC and its subordinate units. Distribution is in electronic format only.

Summary of Change
Cadet Command Regulation 10-5
US Army Cadet Command Organizations and Functions

- This revision accounts for the FY13 - FY15 reorganization initiatives:

  - Eliminates the G7/9 Marketing Directorate.

  - Re-designates the G2 as the Recruiting, Marketing, and Incentives Directorate; adds marketing and events from the G7/9 and the research from the G5.

  - Establishes the Directorate of Leader Development and Education from the G3 Curriculum and School of Cadet Command Divisions.

  - Migrates the Cadet Summer Training responsibilities from the 1st and 8th brigades to the USACC headquarters staff, organized around a G37 within the G3.

  - Establishes a G35 within the G3.

  - Re-aligns the Quality Assurance Office to the G3.

  - Establishes a Knowledge Management Office.

  - Establishes a CST Logistics Support Division within the G4.

  - Establishes a G6/Chief Information Officer and staff assigned to USACC.

  - Shifts FOIA and Privacy Act responsibility from the G1 to the G6.

  - Shifts Heraldry responsibility from the G1 to the Command Historian.

  - Re-aligns Force Management/Manpower from the G4 to the G5.

  - Establishes a Strategic Assessment Division within the G5.

  - Standardizes the brigade headquarters and SROTC program structure.

Contents

Chapter 1 Introduction **1**

1-1 Purpose 1
1-2 References 1
1-3 Explanation of Terms 1
1-4 Responsibilities 1
1-5 Scope 1
1-6 Organization, Relationships and Responsibilities 2
1-7 USACC Support to TRADOC Core Functions 4
1-8 USACC Operational Responsibilities 4
1-9 Governance 5

Chapter 2 Command Group **6**

2-1 USACC, Office of the Commanding General 6
2-2 USACC, Command Group – Deputy Commanding General (or Deputy Commanding Officer). 7
2-3 USACC, Command Group – USACC, Chief of Staff (CofS) 8
2-4 USACC, Command Group – USACC and Fort Knox Command Sergeant Major (CSM) 10
2-5 USACC, The Executive Staff (Office of the CG, DCG and CofS) 11

Chapter 3 Personal Staff **14**

3-1 General 14
3-2 Staff Judge Advocate 14
3-3 Inspector General 17
3-4 The Public Affairs Office. 18
3-5 Equal Opportunity 19
3-6 Sexual Assault Prevention and Response Program (SHARP), Program Manager (PM) 20

Chapter 4 Special Staff **21**

4-1 General 21
4-2 The Command Surgeon 21
4-3 The Command Nurse 22
4-4 The Command Chaplain 22
4-5 The Command Safety Office 23
4-6 The Museum 24
4-7 The Command Historian 25
4-8 The Senior Career Counselor - Retention Office 25

Chapter 5 The Office of the Chief of Staff **26**

5-1 General 26
5-2 Assistant Chief of Staff for the Army Reserves 26
5-3 Assistant Chief of Staff for the Army National Guard 26
5-4 Headquarters and Headquarters Detachment 27

Chapter 6 DCS, G1 ..... **28**

6-1 General 28
6-2 Cadet Summer Training Planning Cell 31
6-3 Military Personnel Division 32
6-4 Civilian Personnel Management Division 33

6-5 Soldier and Family Programs Division 35
6-6 Accessions and Security Division 37
6-7 Cadet Actions and Standards Division 38

Chapter 7 DCS, G3 41

7-1 General 41
7-2 G33 Current Operations (CUOPS) Division 42
7-3 G35 Future Operations (FUOPS) Division 44
7-4 G37 Training Division 44
7-5 International Programs Division 46
7-6 Quality Assurance Division 47

Chapter 8 DCS, G4 49

8-1 General 49
8-2 Logistics Division 50
8-3 Acquisition Division 51
8-4 CST Logistics Support Division 52

Chapter 9 DCS, G5 53

9-1 General 53
9-2 Strategic Plans Division 54
9-3 Force Management Division 55
9-4 Strategic Assessment Division 56

Chapter 10 DCS, CIO/G6 (Chief Information Officer) 58

10-1 General 58
10-2 Operations Division 59
10-3 Plans, Policy, Program Division 60
10-4 Project Management and Integration Division 60

Chapter 11 DCS G8 62

11-1 General 62
11-2 Plans and Programs Division 63
11-3 Budget Division 64
11-4 Pay Operations Division 66
11-5 Accounting and Management Division 67

Chapter 12 Directorate of Leader Development and Education (DoLDE) 70

12-1 General 70
12-2 Cadre and Faculty Development Division (CFDD) 71
12-3 Curriculum Development Division 72

Chapter 13 Junior Reserve Officer Training Corps (JROTC) Directorate 75

13-1 General 75
13-2 Education and Curriculum Division 76
13-3 Instructor Management Division 76
13-4 Training and Operations Division 77

Chapter 14 Recruiting, Marketing and Incentives Directorate (RMID) 80

14-1 General 80
14-2 Operations Analysis Division 82
14-3 Incentives Division 84
14-4 Marketing and Recruiting Division 86

Chapter 15 Brigade Headquarters 88

15-1 General 88
15-2 USACC Brigade Command Group 90
15-3 Director of Brigade Operations (DBO) 90
15-4 Brigade Executive Officer (XO) 91
15-5 Brigade Command Sergeant Major (CSM) 93
15-6 The Brigade Nurse Counselor(s) Team 93
15-7 The Brigade Sexual Harassment / Assault Response and Prevention (SHARP) Team 94
15-8 The Administrative Assistant 95
15-9 The Brigade S1 96
15-10 The Brigade S2/3 98
15-11 The Brigade S4 102
15-12 The Brigade S6 104
15-13 The Brigade JROTC 105

Chapter 16 Senior Reserve Officer Training Corps (SROTC) Program 106

16-1 General 106
16-2 USACC SROTC Program Organizational Design 108
16-3 Professor of Military Science (PMS) Role and Responsibilities 109
16-4 Assistant Professor of Military Science (APMS) Role and Responsibilities 111
16-5 Senior Military Science Instructor (SMSI) Role and Responsibilities 112
16-6 Military Science Instructor (MSI) Role and Responsibilities 113
16-7 Recruiting Operations Officer (ROO) Role and Responsibilities 114
16-8 Human Resource Assistant (HRA) Role and Responsibilities 115
16-9 Supply Technician Role and Responsibilities 117
16-10 Program Assistant (PA) Role and Responsibilities 118

Appendix A References A-1

Section I - Required Publications A-1
Section II - Related Publication A-1
Section III - Other A-3

Appendix B Glossary B-1

Section I – Acronyms and Abbreviations B-1
Section II – Terms B-8

Chapter 1 Introduction

1-1 Purpose

This regulation defines and delineates the organization, functions, and responsibilities for the United States Army Cadet Command headquarters and subordinate organizations. The intended audience is two-fold: personnel assigned to or directly supporting USACC; and higher headquarters and external agencies with authoritative or coordinating responsibilities with USACC.

1-2 References

Required and related publications are listed in appendix A.

1-3 Explanation of Terms

Abbreviations and special terms used in this regulation are explained in appendix B.

1-4 Responsibilities

a. USACC Chief of Staff will approve changes to this regulation.

b. The Deputy Chief of Staff, G-5 will -

(1) Serve as the lead for this regulation.

(2) Review and coordinate proposed changes for approval to the CofS.

(3) Advise and assist staff and units on organizational and functional alignment.

c. USACC Headquarters (HQ) staff. USACC staff will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate.

1-5 Scope

This regulation focuses on the organization, functions, responsibilities and relationships of the USACC headquarters, brigade headquarters, Senior Reserve Officer Training Corps (SROTC) programs and Junior Reserve Officer Training Corps (JROTC) support to high schools and school districts. The regulation describes how USACC supports the functions and tasks assigned to it by TRADOC, ASA(M&RA) and HQDA G1.

1-6 Organization, Relationships and Responsibilities

a. Organization.

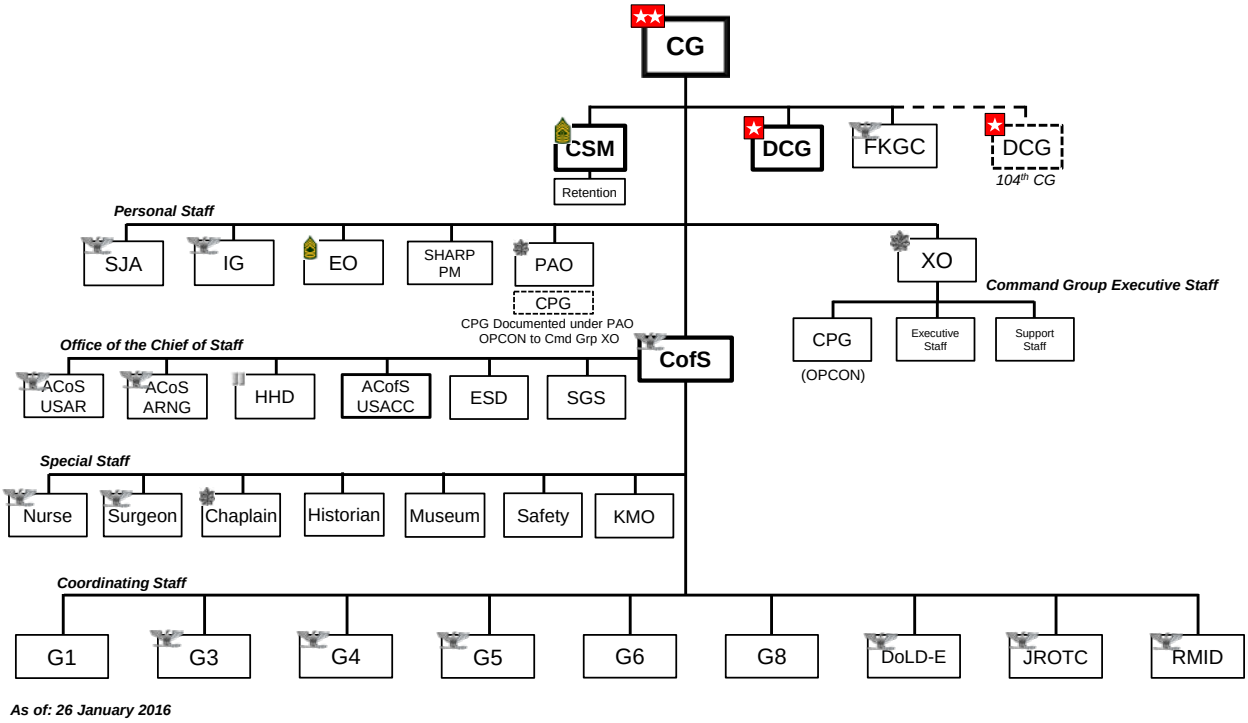


Figure 1-1. HQ, USACC TDA Organizational Structure

(1) USACC organization aligns functions and capabilities for three areas of responsibility: SROTC, JROTC and Senior Command, Fort Knox Kentucky.

(2) The HQs Staff consists of personal, special and coordinating staff.

(3) There are seven subordinate geographic-focused brigade HQs with 264 assigned SROTC programs and oversight of JROTC programs within their area of responsibility; and one subordinate brigade HQs responsible for six Senior Military Colleges and five Military Junior Colleges.

(4) Army SROTC is present in all 50 states, Guam, American Samoa, Puerto Rico, Virgin Islands and the District of Columbia.

(5) There are approximately 1700 Army JROTC programs in all 50 states, Germany, Italy, American Samoa, Guam, North Marianas, Korea, Japan, Puerto Rico, Virgin Islands and the District of Columbia.

b. Organizational Relationships.

(1) USACC is assigned to TRADOC, is missioned to produce commissioned officers by HQDA G1 and is guided by ASA(M&RA) accessions and marketing policies.

(2) USACC receives mission guidance from HQDA G1 in accordance with a Memorandum of Agreement between CG, TRADOC and the ASA(M&RA) (March 2012). TRADOC coordinates with ASA(M&RA) to ensure adequate resources are provided to execute USACC's Senior and Junior ROTC missions.

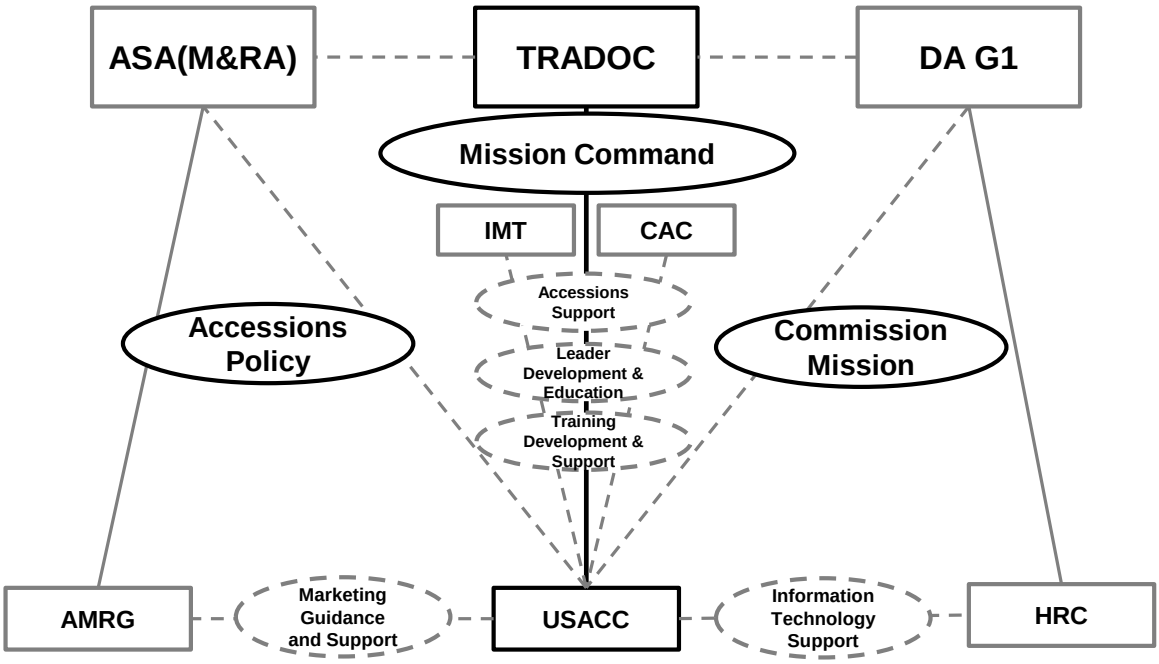


Figure 1-2. HQ, USACC Relationships with Higher and Supporting Headquarters

(3) TRADOC. TRADOC will exercise all authority, direction, and control of USACC to ensure and sustain the operational capability and administration of the command, including the following functions: execution of DA allocated funding and resources; equipping; personnel management; logistics; individual and unit training; readiness and discipline. TRADOC, through the CAC and IMT directs leader development and education functional oversight, as well as, training development and training support functional oversight.

(4) ASA (M&RA). ASA (M&RA) is responsible for the Army Enterprise Brand and Marketing Strategy. The Army Marketing and Research Group (AMRG), assigned to the ASA (M&RA), is responsible for operational execution of this strategy through national marketing and marketing research. The ASA (M&RA), through the AMRG will provide oversight of research efforts to support both the accessions and marketing/advertising missions of USACC.

(5) HQDA G1. The HQDA G1 is responsible for planning, preparation and execution of the Army's accession missions of USACC. The HQDA G1, through its HRC-IT, is responsible for providing the enabling Information Technology (IT) capabilities, services, and infrastructure to USACC.

1-7 USACC Support to TRADOC Core Functions

TRADOC has 13 core functions (see TR 10-5, dtd 27 Dec 2013). USACC assists, supports or participates in the execution of seven of the thirteen core functions.

a. TRADOC Core Function #1: Initial Military Training. The Core Functional Lead is TRADOC DCG/IMT. USACC provides input to, and integrates the BOLC-A Task List into SROTC curricula.

b. TRADOC Core Function #2: Leader and Professional Development. The Core Functional Lead is TRADOC DCG/CAC. USACC trains and develops SROTC Cadets in the Army's required competencies and outcomes. USACC instills and promotes the virtues of citizenship, duty to nation and self-accomplishment in JROTC Cadets.

c. TRADOC Core Function #3: Education. The Core Functional Lead is TRADOC DCG/CAC. USACC complements the educational practices and skills of Cadets at university and further focuses them on expanding their knowledge and developing a practice of a "life time of learning".

d. TRADOC Core Function #6: Training Development. The Core Functional Lead is TRADOC DCG/CAC. USACC serves as the Army's proponent for SROTC and JROTC training and education development.

e. TRADOC Core Function #7: Training Support. The Core Functional Lead is TRADOC DCG/CAC. USACC develops and provides complimentary training products and enablers to support SROTC and JROTC curricula.

f. TRADOC Core Function #8: Functional Training. The Core Functional Lead is TRADOC DCG/CAC. Through the Cadre and Faculty Development Division, USACC conducts functional training, the development of products and conduct of training for Soldiers and civilians to perform critical tasks and supporting skills and knowledge, required to perform USACC unique functions.

g. TRADOC Core Function #12: Accessions Support and Integration. The Core Function Lead for Accessions Support and Integration is the TRADOC DCG/CoS. USACC recruits, selects, retains, develops and commissions ROTC cadets to meet the assigned HQDA officer commission mission for the active Army, the ARNG, and the USAR.

1-8 USACC Operational Responsibilities

a. USACC has operational responsibilities for the Army's SROTC program, the Army's JROTC program and the Installation Command of Fort Knox Kentucky. These responsibilities are organized against broad lines of effort (LoE) for integration of tasks to meet the command's objectives and goals.

b. The LoE are outlined in the USACC Strategic Plan and further refined into functional lines of operations (LOO) supported by staff work groups and boards within the Command's governance framework.

1-9 Governance

a. USACC manages internal and external requirements and processes to achieve the Commander's priorities and goals (Ends) with available resources (Means), command policies, processes and delegation of authority (Ways).

b. The USACC Strategic Plan is the CG, USACC's vision and authoritative guidance for USACC Leaders, Soldiers, Civilians and Cadets in regards to the Command's mission, vision, goals, and imperatives. The Strategic Plan provides the basis for developing concepts, initiatives, plans, analysis, coordination and execution of the Senior and Junior ROTC programs aligned with the objectives and goals. The G5 is responsible for the Strategic Plan development and revision.

c. The USACC Operational Approach provides the CG's execution guidance to subordinates and staff that translate the Strategic Plan's objectives and goals into a plan of action with discrete tasks organized in time and purpose against functional LOOs. The USACC Operational Approach provides the actions necessary to conduct the planning, coordination, assessment and execution of the tasks. The G5 is responsible for the USACC Operational Approach development, publication, and assessment; the G3 is responsible for managing the execution of the USACC Operational Approach with the staff and brigades within the governance process.

d. External coordination. The HQ USACC staff is the primary interface with external agencies.

e. USACC Command decisions or official positions. Command positions on issues, policies, or future concepts being presented to external organizations will be approved by CG, DCG (DCO) or CofS, USACC.

Chapter 2 Command Group

2-1 USACC, Office of the Commanding General

a. Roles and Responsibilities.

(1) The Command Group consists of the Commanding General (CG) and three principal advisors to the CG: the Deputy Commanding General (DCG)/Deputy Commanding Officer (DCO), the Chief of Staff (CofS), and the USACC and Fort Knox Command Sergeant Major (CSM).

The Garrison Commander (GC), while not assigned to USACC, is also a key and principle advisor to the CG. The GC duties and responsibilities are outlined in AR 600-20, Army Command Policy.

(2) The Command is also supported with a Deputy CG USAR, resourced by the USAR (CG, 104th Training Division).

(3) The CG and principal advisors are directly supported by command group executive staff personnel, personal staff, special staff and staff aligned under the Chief of Staff:

(a) The Command Group Executive Staff Personnel (Office of the CG, DCG and CofS) are managed by the Executive Officer (XO) and include: Executive Assistants; Aides de Camp; Enlisted Aide; and Drivers. The Commander's Planning Group (CPG) is OPCON from the PAO to the XO.

(b) Personal Staff: the Inspector General (IG); the Staff Judge Advocate (SJA); Equal Opportunity (EO); Public Affairs; the SHARP Program Manager and the Executive Officer. [Personal Staff responsibilities are listed in Chapter 3]

(c) Special Staff: the Command Surgeon; the Command Nurse; Chaplain; Safety; Museum; Historian; Knowledge Management Officer; Retention (reports to the CSM). [Special Staff responsibilities are listed in Chapter 4]

(d) Staff aligned under the Chief of Staff: the USACC Assistant Chief of Staff (ACofS); Assistant Chief of Staff, USAR; Assistant Chief of Staff, ARNG; the Secretary of the General Staff (SGS); the Executive Services Division (ESD); and the HHD Commander. [ACofS USAR and ARNG, HHD responsibilities are listed in Chapter 5]

(e) The personal and special staffs can be task organized within the staff based on command group guidance to support the commander's priorities, vision and operational outcomes.

(4) The CG exercises command authority through the chain of command directly to commanders. The DCG, CofS, and the CSM are not in the chain of command but each is delegated the authority to supervise execution of decisions, guidance, and policies and to clarify and interpret decisions, policies, and guidance for subordinates as required.

(5) By official orders, Command authority is exercise in three distinct categories.

(a) Senior Mission Commander (SMC). Authority explicitly provided by order designating a General Officer to provide command authority over all units specified in the order. The USACC, CG is designated SMC with authority over the units attached to USACC and the U.S Army Garrison, Fort Knox.

(b) Installation Commander (IC). Authority specifically provided by order of the Secretary of the Army to identify the USACC, CG as the installation commander. Through this authority the USACC, CG is responsible for all activities on the installation and exercises command authority over all policies governing activities and operations on Fort Knox, KY.

(c) USACC, Commanding General. Authority expressly provided by order of the Chief of Staff of the Army to designate the CG of U.S. Army Cadet Command.

2-2 USACC, Command Group – Deputy Commanding General (or Deputy Commanding Officer).

a. The USACC, DCG is the primary advisor to the CG for enabling the command's operational plans and major initiatives; and integrates the CG's vision and goals in the operations process and in organizational transformations.

b. The following responsibilities are assigned to DCG (DCO):

(1) Provide oversight and direction to the USACC Leader Development processes.

(2) Provide oversight and direction to the USACC summer training.

(3) Provide oversight to the Brigade operations for SROTC and JROTC.

(4) Serve as a coach to brigade commanders and PMS'. Focus on training and development programs to produce commissioned officers, combat skill proficiency and adaptability, physical training and mental resiliency, leader development, cadre/staff training, force protection, and risk management.

(5) Assess status of personnel, logistics, administration, and maintenance actions in USACC. Provide feedback to brigade commanders and the CofS as required.

(6) Represent the CG when directed at ceremonies and events on and off post.

(7) Serve as the Commander in the CG's absence.

(8) Maintain command presence with our Soldiers in garrison and in the field.

(9) Dispose of GOMORs and UCMJ (Art 15). [If applicable and eligible].

2-3 USACC, Command Group – USACC, Chief of Staff (CofS)

a. The USACC, CofS is the Commander's principal assistant for managing operational and administrative activities in U.S. Army Cadet Command and Fort Knox. All USACC operational, sustainment and administrative actions for decision will flow through the CofS to the Command Group and Commander. The CofS is directly supported by the USACC Assistant Chief of Staff (ACofS), the SGS and the ESD.

b. The following responsibilities are assigned to the CofS:

(1) The USACC's primary POC with HQDA and TRADOC leadership and staff for USACC administrative and operational actions and initiatives.

(2) Approve and oversees the command's governance processes.

(3) Integrate the operations process across the staff.

(4) Synchronize the command's major operations planning efforts across the staff and with subordinate or external units and agencies.

(5) Synchronize the staff planning, preparation, execution and assessment of the command's Operational Approach and updates to the strategic plan; and oversees allocation of resources for the Command based on the CG's priorities and guidance.

(6) Ensure staff integration of all administrative and sustainment functions in support of the operational planning and execution; oversee the command and staff processes to evaluate and monitor USACC administrative fidelity.

(7) While the CG is the Installation Commander, the USACC, CofS serves as Installation CofS to coordinate and synchronize activities and operations across the installation's varied commands. This authority is inherently collaborative with the garrison commander and commanders of other tenant units on the installation.

(8) Approve USACC publications.

(9) Supervise execution of the USACC budget after approval by the CG.

(10) Oversee installation-level ceremonies, visitor program and protocol support.

(11) Oversee the Warrior in Transition Program and Fort Knox implementation of the Army Medical Readiness Program through the IACH commander.

c. The USACC, ACofS assists the CofS in managing and synchronizing the staff IAW the command group's guidance and directives. The ACofS is responsible for the following:

(1) Serve as the ACofS for the USACC and Fort Knox.

(2) Coordinate and monitor Garrison Operations and sustainment IAW the CG's Senior Commander Vision and ICW the Garrison Commander and their Staff.

(3) Coordinate USACC sustainment activities ISO Garrison activities and responsibilities of the Senior Mission Command.

(4) Assist the XO in managing the command group's executive staff personnel activities and actions; coordinates staff actions, policies and procedures to meet the commander's guidance, directives and suspense.

(5) Coordinate with higher headquarters to meet suspenses and requirements.

(6) Senior advisor for all Civilian personnel matters; manages and monitors the Affirmative Employment Program; advises the command group and primary staff on civilian personnel and workforce issues; appointed by the CG as the command's Delegated Classification Authority (DCA).

(7) As directed by the CG / DCG / CofS, has the authority to direct the actions of the Command's military and civilian personnel, technical and managerial efforts, and annual operating budget.

(8) Serve as the Acting Chief of Staff during the CofS absence and assumes the roles and responsibilities of the CofS.

(9) As directed, represent the CG at high-level conferences and with distinguished visitors.

(10) As designated, serve as the CG's representative at off-post Community civic events.

d. The Secretary of the General Staff (SGS) works directly for, and is supervised by, the CofS and the ACofS. The SGS coordinates command group activities and is the key advisor to the command group for administrative and staff action management. The SGS is responsible for the following:

(1) Maintain the Fort Knox and USACC policy letters and delegations of authority.

(2) Staff proponent for the Cadet Command Regulation 1-11, Staff Coordination.

(3) Coordinate, track, review and control command and staff actions requiring staffing or approval of the command group.

(4) Assist the XO, CofS, and ACofS in capturing command group taskings, guidance and directives to the staff.

(5) Prepare executive level correspondence on behalf of the CG, DCG, CSM and CofS.

(6) Develop command briefing and correspondence templates.

(7) Screen and track all incoming mail to the command group. For mail requiring a reply, coordinate with the appropriate staff for preparing the reply.

(8) Manage the command conference room (CCR) scheduling and maintenance, including IT equipment.

(9) Manage the command group's travel budget. Serve as the approving official for the CG, DCG, CSM, CofS and other command group personnel official travel IAW the JTR.

(10) Manage the command group's civilian actions (evaluations, awards, PD changes), training and education requests; and the command group's sustainment requirements to include facilities, maintenance, supplies, furniture and automation.

e. Executive Services Division (ESD) works directly for, and is supervised by, the CofS and ACofS. When tasked, the ESD plans, coordinates, and manages events hosted by the CG, USACC and Fort Knox. Provide technical advice and support to the Command Group and Tenant organizations regarding Protocol policies and guidance. The Executive Services Division is responsible for:

(1) Support events for the CG, USACC and Fort Knox when tasked by G3 or DPTMS.

(2) Coordinate and oversee official visits to Fort Knox by senior Army leadership, Federal and State officials, and US or foreign distinguished visitors.

(3) As directed by the CG, manage the Secretary of the Army Official Representation Fund (.0012 Representational Fund).

2-4 USACC, Command Group – USACC and Fort Knox Command Sergeant Major (CSM)

a. The USACC, CSM is the CG's principal assistant and advisor on all Soldier matters.

b. The following responsibilities are assigned to the USACC and Fort Knox CSM:

(1) Advisor to the CG and staff on troop welfare and morale in terms of training, reenlistment, utilization, promotion, privileges, and discipline.

(2) Oversee training (focusing on individual, and small unit tasks), MOS utilization, reenlistment, promotion and disciplinary measures to improve readiness, Soldier welfare, and morale throughout the USACC and Fort Knox.

(3) Provide advice and counsel to the commander on training and leader development of Cadets in both JROTC and SROTC.

(4) Advise the CG on the assignment of all USACC CSMs positions/fills.

(5) Supervise the professional development of the Command Sergeant Majors on the installation and in the ROTC brigades and headquarters.

(6) Provide guidance and direction on administration of the USACC programs; and all Soldier training schools on the installation.

(7) Direct the selection and training of the USACC Color Guard.

(8) Advise the CG, and serve as the principal proponent for the USACC and Fort Knox Standards.

(9) Over-watch and assign police areas and other installation details to subordinate unit CSMs.

(10) Supervise the Fort Knox and USACC NCO and Soldier of the Quarter/Year, Audie Murphy, Red Newman and Dr. Mary Walker award programs.

(11) Oversee Expert Infantry Badge and Expert Field Medical Badge programs and testing.

(12) Assist the G3, CofS and the Fort Knox Garrison CSM in overseeing the planning and execution of all installation-level ceremonies.

(13) Supervise and support the USACC reenlistment program. Rate the USACC Retention NCOIC and ensure equitable distribution of retention NCOs.

2-5 USACC, The Executive Staff (Office of the CG, DCG and CofS)

a. The Command Group Executive Officer is part of the CG's Personal Staff and provides quality control in managing the day-to-day operations of the command group's executive staff personnel. The XO coordinates, synchronizes and manages the CG's operational events, briefings, actions and activities. The XO is responsible for the following:

(1) Manage the command group office and directly supervise the executive staff which includes the executive assistants, the executive administrative NCOs and drivers.

(2) The Commander's Planning Group is OPCON to the XO to support integration of command group messaging, significant events and higher headquarters or external agency taskings and attendance/speech requirements.

(3) Manage the command group's budget.

(4) Enable the CG's and DCG's evaluation responsibilities and track the processing of the evaluations.

(5) Ensure the Command Group is up to date on all relevant issues; messaging is consistent and understood to support engagements and correspondence with internal and external audiences.

(6) Capture command group taskings, guidance and directives to the staff; follow through with the staff on assigning the task, tracking the progress of an action and the completion of suspenses.

b. The CG and DCG's Aides de Camp work directly for the CG and DCG. The aides coordinate and support the personal and official activities of the CG and DCG. The Aides manage the CG and DCG's time and information flow. The Aides are responsible for the following:

(1) Handle all travel planning, coordination, expenses, personal transactions and funds necessary for official duties.

(2) Manage the CG or DCG's personal correspondence and communications; summarize key events and activities in a trip report or executive summary; as directed distribute to the CofS and/or relevant staff.

(3) With the executive assistants, manage and de-conflict the CG and DCG's calendars and itineraries.

(4) Coordinate with the staff, research, compile and organize relevant information, data and correspondence for the CG or DCG to make decisions or provide guidance.

c. The Executive Assistants work directly for the XO. They coordinate office activities, administrative responsibilities, calendar management, correspondence and phone calls for the CG, DCG, and CofS. The executive assistants are responsible for the following:

(1) Maintain the command group's calendars, activities and information needs.

(2) Monitor and track all incoming and outgoing official and personal correspondence and phone calls for the CG, DCG, and CofS.

(3) Provide customer service and staff the office during business hours; perform tasks in support of the command group to include, but not limited to travel coordination, DTS, evaluations, administrative services.

(4) Maintain rosters, review and process administrative actions such as evaluations, awards and reports for the CG, DCG, and CofS.

(5) Ensure command group automation and electronic systems software and hardware are operational and do not impede the USACC, CG, DCG, or CofS ability to communicate and direct USACC and Fort Knox activities and organizations.

d. The Enlisted Aide works closely with the CG's aide, executive services and the CG's executive assistant to support the USACC, CG's personal and official events on Fort Knox.

e. The Command Group Drivers and executive administrative NCOs provide dedicated transportation support to the CG, DCG and CSM. The drivers also assist in the day-to-day operations of the command group office. They work closely with the aides and executive assistants to de-conflict the CG, DCG, and CSM's travel schedule in and around Fort Knox.

Chapter 3 Personal Staff

3-1 General

The USACC HQs Personal Staff work directly for, and have direct access to, the CG. By law and regulation, personal staff officers have a unique relationship with the CG. The CG establishes guidelines or gives guidance on when a personal staff officer informs or coordinates with the DCG, the CofS or other staff members. Personal staff officers also may work under the supervision of the DCG or CofS. The USACC Personal Staff consists of:

a. The Staff Judge Advocate.

b. The Inspector General.

c. The Public Affairs Officer.

d. The Equal Opportunity Officer.

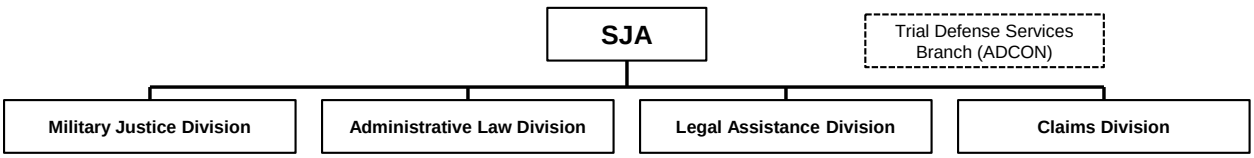
e. The SHARP Program Manager.

f. The Command XO (See Chapter 2, paragraph 2-7.a)

3-2 Staff Judge Advocate

a. Roles and Responsibilities. The SJA is the senior legal advisor to the CG, USACC and Fort Knox and all subordinate Commanders and Staff. The SJA provides legal advice and counsel in all matters involving, but not limited to, military justice, administrative law, ethics, contract and fiscal law, labor law, environmental law and all other legal issues pertaining to Cadet Command specific actions, programs, policies and initiatives. The SJA coordinates all matters involving statutory interpretation, DODI and regulatory or policy interpretation and implementation directly with TRADOC OSJA, OTJAG, DA OGC and at times DOD OGC. The SJA has overall responsibility to provide legal services to Soldiers, dependents, and retirees on legal assistance matters and claims.

b. Organizational Structure.



Note: SJA provides administrative support to the Trial Defense Services. TDS is an OTJAG direct reporting unit and is not aligned to the SJA. TDS Personnel are assigned to USALSA.

c. The OSJA, Administrative Law Division provides legal advice and counsel in matters pertaining to Cadet Command specific actions, programs, policies and

initiatives. Specific legal matters handled by the Administrative Law Division related to Cadet Command include, but are not limited to:

(1) Provide Administrative Law opinions and advice to Commander, Staff and all 8 Brigades on general administrative law questions.

(2) Provide ethics opinions and advice to the Commander, Staff and all 8 Brigades,

(3) Provide contract and fiscal law opinions and advice.

(4) Provide labor law opinions, advice and litigation support.

(5) Provide environmental law opinions and advice.

(6) Provide marketing advice and opinions.

(7) Provide recruiting advice and opinions.

(8) Provide advice and opinions on Cadet disenrollments, waivers and discipline.

(9) Provide advice and opinions on AR 15-6 investigations.

(10) Provide advice and opinions on FLIPLs.

(11) Provide advice and opinions on FOIA and Privacy Act.

(12) Provide opinions on Cadet Summer training.

(13) Provide legal support and advises on Operational Law issues.

(14) Provide legal reviews and advice on Government Information Practices (Public Affairs, Outreach, local & State relations).

(15) Coordinate with the Military Justice Division on Cadre discipline, and all other legal matters related to Cadet Command operations.

(16) The Administrative Law Division frequently coordinates directly with TRADOC OSJA, OTJAG, DA OGC and at times DOD OGC on matters related to statutory, DODI, regulatory and policy interpretation and implementation.

d. The Administrative Law Division is also responsible for Senior Mission Commander and Garrison legal advice to the CG, USACC and Fort Knox, staff, tenant, and partner organizations regarding administrative law matters. This advice includes:

(1) Provide Administrative Law opinions and advice to the Commander and leadership.

(2) Provide ethics advice to commander and subordinate commands and commanders.

(3) Provide Labor and Employment law and opinions.

(4) Provide advice and legal opinions on FOIA & Privacy Act issues.

(5) Advise the commander and subordinate commanders/commands on Contracts, Fiscal Law, and Acquisition issues.

(6) Provide legal support and advises on Operational Law issues.

(7) Provide advice and drafts legal opinions on Environmental Law issues.

(8) Provide legal reviews and advice on Government Information Practices (Public Affairs, Outreach, local & State relations).

e. The Military Justice Division provides legal support to the GCMCA, and SPCMCA's and a four-state area jurisdiction. Supervise the preparation and prosecution of all courts-martial on Fort Knox, to include all pre-trial, trial, and post-trial matters. Provide support to the United States Attorney's Office for prosecution of misdemeanor and felony cases in the Federal Magistrate Court. Advise the Staff Judge Advocate, commanders, law enforcement and senior staff on all matters involving the Uniformed Code of Military Justice. Develop and provide legal instruction on military justice to commands, staffs, directorates and agencies on Fort Knox. The responsibilities of the Military Justice Division include:

(1) Advising Commanders on all phases of the Court-Martial process, to include preferral, Article 32 hearings, referral and post-trial actions.

(2) Advising Commanders on Non-Judicial Punishment (Article 15s) and Article 15 appeals.

(3) Advising Commanders on Administrative Separation Actions, to include initiation, board referrals, characterization of service, recommendations and Soldier rights.

(4) Providing advice to Commanders on General Officer Memorandum of Reprimands (GOMOR), Local Letters of Reprimands, and Punitive Reprimands issued through Article 15 proceedings, as well as advice on filing determinations.

(5) Providing advice to Commanders on criminal investigations and appropriate disposition of offenses (LOR, Article 15, Administrative Separation, Court-Martial).

f. The Legal Assistance Division interviews and provides personal legal counseling and services to active duty and retired military personnel and to their eligible family members. Provides and operates the installation volunteer income tax program. Coordinates with the Survivors Outreach Services Office to provide priority casualty

assistance services to families of fallen Soldiers. Provide full attorney and paralegal support at SRPs/Reverse SRPs/EDREs. Implement the Commander's Preventive Law Program.

g. The Claims Division processes claims for lost or damaged property, personal injury, death, disasters, and other costs arising from Army operations. Processes, investigates, adjudicates, and negotiates the settlement of non-contractual claims against the Army. Ensures that claims against, and on behalf of, the United States and the Army are processed in a fair, accurate, and prompt manner. The Claims Division is responsible for:

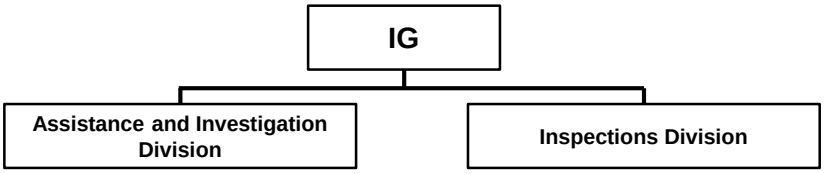
(1) Provide legal support to Fort Knox relating to Claims (Torts, Medical, and Household goods).

(2) Provide Litigation Support to Assistant US Attorneys and Litigation Division.

3-3 Inspector General

a. Roles and Responsibilities. Personal Staff to the CG responsible for inspecting, inquiring and reporting to the CG on matters affecting the performance of the mission and state of efficiency, economy, discipline, and the morale of the USACC, USAG-FT Knox, Tenant Units and Community.

b. Organizational Structure.



c. USACC internal processes and support to DA and TRADOC processes OPR.

(1) IG Assistance Process.

(2) IG Investigation Process.

(3) IG Inspection Process.

d. The Assistance and Investigation Division responds to requests for assistance and conducts inquiries and investigations IAW AR 20-1 and applicable regulations. The Assistance and Investigation Division is responsible for:

(1) Conduct Report of Investigation (ROI), Report of Investigative Inquiry (ROII) and Special Investigations IAW AR 20-1; provide a report with findings and recommendations to the CG or the appropriate leadership.

(2) Provide routine assistance to the commander, units and Fort Knox tenant organizations as directed or requested.

(3) Provide IG-Investigative and IG-Assistance information briefs to scheduled SOCC courses, the Company Commander and First Sergeant Course and to units and organizations requesting information briefs and/or training.

e. The Inspections Division conducts special, directed or regulatory inspections of units assigned to USACC and FKKY IAW AR 20-1 and AR 1-201. Provide teaching and training on Army systems and processes. The Inspection Division is responsible for:

(1) Conduct CG directed inspections; conduct required research, develop an inspection plan, conduct the inspection, analyze the information/data and complete and submit a report (or briefing) to the CG and appropriate leadership.

(2) Conduct inspections of Brigade (and when directed, specific programs) SROTC and JROTC programs; develop an inspection plan, conduct the inspection, analyze the information/data and complete and submit a report (or briefing) to the appropriate leadership.

(3) Conduct Assistance Visit and Regulatory Inspections as requested or directed.

(4) Provide support to external audits and inspections, to include TIG visits to Fort Knox or USACC organizations and units.

(5) Provide IG trend analysis to the CG and USACC/FKKY GC leadership as necessary; prepare and submit quarterly and annual reports IAW regulatory or statutory requirements.

3-4 The Public Affairs Office.

a. Roles and Responsibilities. Serve as principal advisor to the Commanding General, Commanders and staff on public affairs activities and functions; communicates the story of Army Senior ROTC and Junior ROTC Cadets, cadre, families and civilian employees. Develop a communication strategy/plan with key themes and messages nested with the USACC Strategic Plan objectives, goals and priorities.

b. Organizational Structure. The Public Affairs Office is structured with a Public Affairs Officer and Public Affairs staff to support USACC media operations, web-based applications and command information and messaging required capabilities. The Commander’s Planning Group (CPG) is documented under the PAO paragraph on the TDA, but is OPCON to the Executive Officer to support command group messaging and leader engagements.

c. Proponent for all public and internal communications efforts by the Command.

d. The Public Affairs Office is responsible for:

(1) Develop/review and recommend changes to talking points, themes and messages for strategic initiatives/planning and activities; review and recommend

changes to public affairs status/posture in response to changes in HHQs guidance, initiatives, plans, appropriations or legislated changes.

(2) Coordinate with TRADOC PAO, TRADOC CACO, DAG1 Public Affairs and ASA (M&RA) over DA level/TR level initiatives, plans, and guidance that impact the command's mission.

(3) Coordinate with the USAG Fort Knox PAO on all matters relating to the Senior Commander.

(4) Conduct news analysis from open sources that are of interest or impacts Senior and/or Junior ROTC.

(5) Respond to media inquiries, subordinate unit, HQs staff and higher headquarters requests for information on Senior and/or Junior ROTC programs or initiatives; conduct interviews, or prepare leadership for interviews.

(6) Release Senior and/or Junior ROTC news and information through news releases, print or web media, email and photos; coordinate directly with staff, brigades and programs to support their news, press releases, and social media postings.

(7) Provide public affairs guidance to the leadership, commanders and PMS' as necessary; conduct public affairs training as required.

(8) Provide public affairs support to USACC events, activities and subjects of interest; release news stories, photos or email of the coverage.

(9) Support the USACC CST public affairs support planning and execution.

(10) Manage the official USACC interface and informational dissemination on social media and official USACC websites.

3-5 Equal Opportunity

a. Roles and Responsibilities. Principal Equal Opportunity (EO) advisor and program manager to the commander and command sergeants major; formulate the Installation and Command EO policies, guidance and directives IAW regulations, laws, HQDA and TRADOC guidance and policies.

b. The Equal Opportunity Branch develops, coordinates, implements and sustains the EO program supporting the command's readiness and articulates the fair treatment for military personnel and Family members without regard to race, color, gender, religion, national origin, and provides an environment free of unlawful discrimination and offensive behavior. The Equal Opportunity Branch is responsible for:

(1) Manage the USACC and Fort Knox Equal Opportunity (EO) Program.

(2) Receive, Advise, and Process USACC and Fort Knox Equal Opportunity (EO) Complaints.

(3) Command Climate Survey Process.

(4) Conduct USACC and Fort Knox Staff Assistance Visits (SAV).

(5) Assist, Evaluate, Manage, and Coordinate Equal Opportunity (EO) Training.

(6) Manage, plan, and execute ethnic/special observances for USACC and Fort Knox.

3-6 Sexual Assault Prevention and Response Program (SHARP), Program Manager (PM)

a. Roles and Responsibilities. The principle advisor to the CG on SHARP initiatives and actions. The SHARP PM develops, coordinates, implements, sustains the SHARP program support to the Command's readiness, and articulates the Army's commitment to eliminate incidents of sexual harassment and sexual assault through a comprehensive policy that centers on awareness and prevention, training and education, victim advocacy, response, reporting, and accountability. The SHARP PM is responsible for:

(1) Manage the Fort Knox Sexual Assault Prevention and Response Program (SHARP) for the Commanding General.

(2) Conduct Fort Knox Staff Assistance Visits (SAV).

(3) Assist, Evaluate, Manage, and Coordinate SHARP Training.

(4) Maintain informal liaison with community organizations fostering civil rights and outreach programs.

(5) Provide and coordinate advocacy and support for victims of Sexual Assault.

Chapter 4 Special Staff

4-1 General

The USACC HQs Special Staff work directly for the CofS, but can be aligned under a coordinating staff if directed by the CG or Chief of Staff. The CG can establish guidelines or give guidance to the Chief of Staff on the authorities and responsibilities of the special staff. The USACC Special Staff consists of:

a. The Command Surgeon.

b. The Command Nurse.

c. The Command Chaplain.

d. The Command Safety Officer.

e. The Museum Director.

f. The Command Historian.

g. The Senior Career Counselor (Retention Office).

h. The Knowledge Management Officer (KMO) [to be published].

4-2 The Command Surgeon

a. Roles and Responsibilities. Advise the Commanding General and the Command Group on medical eligibility and qualifications for SROTC Cadets and JROTC Instructor Cadre. Provide liaison with the OTSG, AMEDD and MEDCOM on medical matters supporting USACC.

b. Organizational Structure. The Command Surgeon's Office structure includes a medical doctor, a physician's assistant and administrative staff specialized in medical systems, processes and terminology. Additionally the Surgeon's Office structure includes a medical services officer that directly supports the medical support planning, coordination and execution for Cadet Summer Training.

c. The Surgeon's Office is responsible for:

(1) Conduct review of SROTC Cadet medical records for contracting, safe to train, flight physicals and commissioning to determine eligibility IAW applicable regulations, guidance and policies; approve medical waivers and dis-enrollments *[delegated by CG, USACC]*.

(2) Conduct review of JROTC instructor medical records to determine eligibility IAW applicable regulations, guidance and policies; approve medical waivers *[delegated by CG, USACC]*.

(3) Conduct liaison and coordination with OTSG, AMEDD, MEDCOM, IACH and other medical activities that impact USACC medical systems, processes and activities.

(4) Support CST health support planning to coordination supporting facilities, agencies and units, provide direct support for execution of the CST and supporting medical units to synchronize and de-conflict health services and supplies.

4-3 The Command Nurse

a. Roles and Responsibilities. Advise the Commanding General and the Command Group on all matters concerning the Nurse mission. Serves as the Nurse Liaison to the Office of the Surgeon General; Chief, Army Nurse Corps; Human Resource Command Ft Knox KY; Medical Command; USAREC; Office of the Surgeon General; and other major Army commands.

b. Organizational Structure. The Command Nurse's Office structure includes a Chief Nurse and a Deputy Chief Nurse. Additionally the Nurse's structure includes fourteen Brigade Nurse Counselors assigned to the seven geo-brigades directly support the medical support planning, coordination and execution for Cadet Summer Training as well as advising commanders and cadre on Army nursing activities.

c. The Nurse's Office is responsible for:

(1) Advise leadership on all aspects of the Nurse Mission to include application, recruiting, enrollment, incentives, education, requirements and accessions.

(2) Coordinate the Nurse Summer Training Program and nurse specific education and training.

(3) Conduct liaison and coordination with OTSG, AMEDD, MEDCOM, IACH and other medical activities that impact USACC medical personnel, systems, processes and activities.

(4) Support CST health support planning to include coordination with supporting facilities, agencies and units, provide direct support to the executive agent for execution of the CST and supporting medical units to synchronize and de-conflict health services and supplies.

4-4 The Command Chaplain

a. Roles and Responsibilities. Advise and assist the commander and USACC leaders in providing for Title X exercise of religion and on matters of ethics, morals, and religious practice. Provide religious support to Cadre and Cadets during unit visits and training events.

b. Organizational Structure. The Command Chaplain's Office organization has the Command Chaplain and Chaplain's Assistant as a unit ministry team (UMT), and one additional UMT.

c. The Command Chaplain Office is responsible for:

(1) Coordinates and communicates with TRADOC Chaplain regarding all Religious Support matters relating to Cadet Command.

(2) Coordinates with the USAG Fort Knox Garrison Chaplain on all matters relating to the USAC Commanding General.

(3) Support the Fort Knox Installation Commander's Master Religious Program and the Senior Installation Chaplain IAW AR 165-1.

(4) Provide area and general religious support to FKKY Soldiers, Army Families, and authorized Civilians; serve as the installation ministry mission duty Chaplain, Funeral Chaplain, and Casualty Notification Chaplain.

(5) Plan, coordinate and support Cadet Summer Training – Chaplain Candidate internships and religious support/services.

(6) Plan, coordinate, and execute university visits, collective training (campus and summer) - to provide religious support to Cadets and Cadre.

(7) Support the Family Advocacy Program execution when necessary, as well as, EO, Re-occurring Ceremonies/Funerals, prayer breakfast/spiritual retreats.

(8) Provide confidential counseling, conduct training for scheduled SOCC courses and as directed by the command group or requested by units and commanders for crisis management, suicide prevention, sexual assault, and/or Spiritual Resiliency.

4-5 The Command Safety Office

a. Roles and Responsibilities. Responsible for all safety and occupational health policies, directives and actions related to mission execution IAW AR 385-10, safety and occupational health regulatory and statutory requirements; executes the commander’s safety and occupational health program.

b. Organizational Structure. The Safety Office is organized with a Safety Manager and a Deputy Safety Manager for the USACC safety program.

c. The Safety Office is responsible for:

(1) Manage the USACC Safety Program for the Commanding General; coordinate and conduct safety council meetings, provide safety advice and guidance to plans, policy and procedures.

(2) Manage the Career Program 12 (Safety) for safety personnel assigned to USACC; administer the safety awards program.

(3) Conduct safety education and training for USACC units and leaders, support SROTC and JROTC courses as required, and review POIs and curriculum for integration of safety and risk management into training material; as needed, support and assist FKKY units and agencies in identification and coordination with sources to provide training to meet requirements/needs.

(4) Conduct safety inspections, surveys and assessments for USACC units, Fort Knox units when requested and as part of USACC Brigade SAV.

(5) Conduct accident reporting, investigation and accident recordkeeping analysis; generate and submit accident reports and reoccurring TRADOC reports.

(6) Assessment of hazards and countermeasures for USACC events, activities and training using Risk Management doctrine and procedures; support FKKY tenant units and agencies requests for assessments and countermeasures support.

4-6 The Museum

a. Roles and Responsibilities. Collect, preserve, interpret, and exhibit objects, documents, images and artifacts related to the history of General George S. Patton, Army leadership, and the history of ROTC.

b. The Collections & Research Branch manages and maintains accountability for all historical property assigned to the Patton Museum. The Collections & Research Branch is responsible to:

(1) Manage historical property collection assigned to the Museum.

(2) Conduct scholarly research about General George S. Patton.

(3) Identify and collect artifacts relevant to the mission of the Museum.

(4) Develop exhibits that illustrate the Museum’s storyline.

c. The Programs & Education Branch provides training and education in support of the Museum’s mission through programs and activities at the Museum and at off-site locations. The Programs & Education Branch is responsible to:

(1) Provide education and training programs to ROTC units, schools and community groups, and the general public.

(2) Develop a volunteer program and train and coordinate volunteers.

(3) Develop and maintain social media content in support of the educational mission of the Museum.

4-7 The Command Historian

a. Roles and Responsibilities. The Command Historian advises and recommends to the CG, USACC and Fort Knox on Army and TRADOC historical policy. Writes and publishes historical documents, studies and monographs on topics and events of historical significance to HQ, USACC and Fort Knox.

b. The Historian is responsible for:

(1) Manage the USACC Military History Program IAW AR 870-5 and TR 870-1.

(2) Produce the annual command history for USACC and Fort Knox.

(3) Collect, preserve, catalog and archive significant historical documents, artifacts and oral histories for USACC and Fort Knox.

(4) USACC staff proponent for USACC, and subordinate unit's Heraldry.

4-8 The Senior Career Counselor - Retention Office

a. Roles and Responsibilities. Coordinate, develop and implement the installation retention program in accordance with HQDA and TRADOC goals, policies, directives and regulatory guidance; advise the Installation Commander and CSM on all aspects of the Army Retention Program. (Reports to and is OPCON to the USACC/FKKY CSM)

b. Organizational Structure. The Retention Office is structured with a Retention NCOIC and two additional career counselor; the reserve components maintain a presence in the Installation Retention Office to provide information and assistance to soldiers leaving the active Army and enlisting in the USAR or ARNG.

c. The Installation Retention Office is responsible for:

(1) Conduct counseling; build re-enlistment packets/contract and verify soldier data to process all Fort Knox re-enlistments, extensions and re-classification.

(2) Manage special retention programs (i.e. Green to Gold, OCS and WOC).

(3) Receive all approved retirement packets, counsel retiring soldiers on MGIB and other benefits; counsel transitioning soldiers on their MGIB benefits and USAR and ARNG opportunities, if they are eligible.

(4) Transition soldiers into the reserve component.

Chapter 5 The Office of the Chief of Staff

5-1 General

The Office of the Chief of Staff includes USACC Assistant Chief of Staff, the Reserve Components Assistant Chiefs of Staff and the Headquarters Detachment. The USACC ACofS, ESD and SGS role and responsibilities are outlined in Chapter 2, paragraph 2-3.c-e. The CG can establish guidelines or give guidance to the CofS on the authorities and responsibilities of these staff sections.

5-2 Assistant Chief of Staff for the Army Reserves

a. Roles and Responsibilities. Advise the Commanding General and Command Group on Army Reserve related matters; provide liaison with USARC/OCAR and other Army Reserve organizations that support USACC mission. Coordinate and implement policies, programs and incentives that support the Army Reserve accession mission.

b. Organizational Structure. The USAR Office is structured with one AGR Colonel. USAR support to the headquarters is aligned against the RMID and G37. Additionally the ACS, USAR assist and hosts the 104th Division Commander as part of the Command Group and the 104th's management and support to on-campus and off-campus leader development resourcing.

c. The USAR Office is responsible for:

(1) Coordinate and assist USACC staff with the USAR commission mission (recruit, enrollment, incentives and accessions).

(2) Provide liaison with USARC/OCAR for cadre manning, policies, programs and incentives that support the Army Reserve accessions mission and USAR units supporting USACC programs and summer training.

5-3 Assistant Chief of Staff for the Army National Guard

a. Roles and Responsibilities. Advise the Commanding General and Command Group on Army National Guard related matters; provide liaison with NGB and state TAGs in support the USACC mission. Coordinate and implement policies, programs and incentives that support the Army National Guard accession mission.

b. Organizational Structure. The ARNG Office structure resourced by NGB is one AGR Colonel, and two AGR support staff.

c. The ARNG Office is responsible for:

(1) Coordinate and assist USACC staff with the ARNG commission mission (recruit, enrollment, incentives and accessions).

(2) Provide liaison with NGB and State TAGs for policies, programs and incentives that support the ARNG accessions mission.

5-4 Headquarters and Headquarters Detachment

a. Roles and Responsibilities. Responsible for the health, welfare, training, military order and discipline and unit readiness of military personnel assigned to USACC HQs staff. Provide administrative support and training management to military personnel assigned or attached to the USACC staff. Provide logistics support to the Command Group, Coordinating, Personal and Special staffs.

b. Organizational Structure. The Headquarters and Headquarters Detachment is organized with a Detachment Commander, First Sergeant, an operations NCO, supply NCO and a Supply Technician.

c. USACC internal processes and support to DA and TRADOC processes OPR.

(1) Military In/Out-processing.

(2) Purchase Requests/GPC (for the staff).

(3) Property Accountability/Hand-receipts (for the staff).

d. The Headquarters and Headquarters Detachment is responsible for:

(1) Administer company level UCMJ actions for HQs Military personnel.

(2) Manage all HQs Staff Personnel (military) Actions: Personnel Reporting/Status, FLAG Actions, In/Out-processing, PAI/SRP.

(3) Manage the Commander's (unit-level) Programs: Family Care Plan, Substance Abuse program, Weight Control Program, Sponsorship Program, Family Readiness Program, EO Program and Retention/Re-enlistment Program.

(4) Manage and inform MEDPROS status for HQs Military personnel.

(5) Manage and process eMILPO transactions for HQs Military personnel.

(6) Coordinate and manage unit training; input information into the DTMS for HQs Military personnel; administer the APFT and mandatory training.

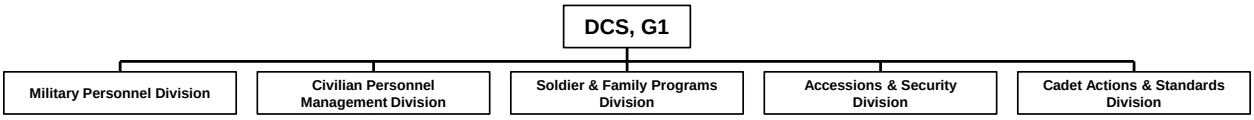
(7) Provide unit level supply discipline program oversight for procurement and acquisition, hand receipt accountability and real property accountability, supply budget and GPC transactions, approval and unit level oversight.

Chapter 6 DCS, G1

6-1 General

a. Roles and Responsibilities. Develop policies, standards, and procedures to manage and provide a full range of personnel services to assigned military, Civilians, and Cadets, with special consideration for Soldier and Family Programs, personnel security and accessing newly commissioned lieutenants.

b. Organizational Structure.



c. Proponent for:

(1) AR 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training (July 1996, revision pending).

(2) CCR 145-9, ROTC Branching, Commissioning and Accessioning (Jun 2010).

(3) CCR 600-85, Drug Testing Program Prevention and Education (Feb 2013).

(4) CCR 670-1, Cadet Wear and Appearance of Uniforms.

(5) CC PAM 145-4, Enrollment, Retention and Disenrollment Criteria, Policy and Procedures (Sep 2011).

(6) CC PAM 608-1, USACC Soldier/Family Resource Guide (Apr 2012).

(7) CC CIRC 601-XX-1, ROTC Accessions FY 20XX (published annually).

d. External coordination:

(1) TRADOC G1, & HRC Branch Managers. Military personnel actions (requisitions/assignments, PMS board, awards, evaluations, ADOS/RR).

(2) GOMO, SLD, TRADOC G1, HRC-OPMD Distribution Division, HRC-OPMD Branches, HQDA and OPM. Military Personnel Actions (requisitions, assignments, extensions/stabilizations, deferments/deletions, retirements/separations, centralized selection boards, awards, evaluations, ADOS/RR).

(3) DAG1/DMPM, ASA (M&RA), HRC-OPMD Accessions, TR G3/5/7 (TOMA). Officer Accessions, BOLC-B scheduling, OML process, Board and Scrolling process; Enrollment and Disenrollment, Waivers, and Cadet Entitlements.

(4) OSD Office of Family Policy, HQDA G1, ACSIM, IMCOM, and TRADOC. Soldier and Family Programs.

(5) OPM/OSD. Personnel Security.

(6) HRC DEERS Division. Cadet and 2LT CAC issue.

(7) HRC PERSINSD. CCIMM, Documentum, and Automated Cadet Actions support.

(8) IMCOM. Ceremonial support, meal card program, postal program, urinalysis testing program, Cadet and Cadre SRP, ID Card issue, MWR and ACS support, print materiel, airport reception support, personnel security.

(9) FORSCOM G3, USAR G3 &G1, MEDCOM G3 & G1. Cadre manning.

(10) DFAS. 2LT pay initiation, Cadet casual pay.

(11) AAFES. Quality of Life support.

(12) U.S. Department of Labor. Workman's Compensation claims for Cadets and DA Civilians.

(13) United States Post Office. Establish postal account, facility approval, account funds, management of postal operations.

(14) Ireland Army Community Hospital. Cadre manning, Cadet SRP, Cadet medical record management, Workman's compensation claims.

(15) Louisville International Airport Public Affairs, Facilities & Security. Cadet and Cadre arrival and departure support.

(16) External businesses and associations (non-government entities). Cadet award support.

(17) HQDA, Office, Chief of Legislative Liaison and Office of the Secretary of the General Staff, HQ TRADOC, Congressional Activities Office. Congressional inquiries and actions.

(18) TRADOC G2, CCF, PSI-COE. Personnel security actions.

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) Military Personnel Management Processes:

(a) Requisition/Assignment Process. [GOMO, SLD, TRADOC G1, HRC-OPMD, HRC-EPMD, HRC-TAGD, Distribution Division, HRC-OPMD Branches]

(b) PMS Board Process. [HRC]

(c) ADOS/RR Process. [TRADOC G1]

(d) Military Awards Process. [TRADOC G1, HRC Awards Branch]

(e) Net USR Process. [TRADOC G1/G3]

(2) Civilian Personnel Management Processes:

(a) Recruiting and Hiring Process. [TRADOC G1, CHRA/CPAC]

(b) Civilian Awards Process. [TRADOC G1, CHRA/CPAC]

(c) Civilian Evaluation Process. [CHRA/CPAC]

(d) Civilian Timekeeping. [DISA/DFAS]

(e) Civilian Benefits and Entitlements. [OPM, CHRA/CPAC]

(f) Civilian Training. [TRADOC G1, CHRA/CPAC]

(g) Civilian Labor and Management Employee Relations. [TRADOC G1, CHRA/CPAC]

(3) Officer Accessions Management Processes:

(a) OML Process. [DAG1/DMPM, HRC-OPMD Accessions, ASA (M&RA)]

(b) Board Process (multiple). [DAG1/DMPM, HRC-OPMD Accessions, ASA (M&RA)]

(c) Scrolling Process. [DAG1/DMPM, HRC-OPMD Accessions, ASA (M&RA)]

(d) Branching Process. [DAG1/DMPM, HRC-OPMD Accessions, ASA (M&RA)]

(4) Cadet Actions Management Processes:

(a) Enrollment / Disenrollment Process. [DAG1/DMPM, ASA (M&RA)]

(b) Waiver Process. [DAG1/DMPM, ASA (M&RA)]

(5) Soldier and Family Programs Processes:

(a) Relocation and Deployment Process. [OSD, Office of Family Policy and IMCOM]

(b) Army Volunteer Corps, Army Family Team Building, and Army Family Action Plan Processes. [IMCOM G9, Family Programs]

(c) Financial Readiness Process. (IMCOM G9, Family Programs)

(d) Child and Youth Services Process. (IMCOM G9, Family Programs)

(e) Army One Source Process. (IMCOM G9, Family Programs)

(f) Add Family Advocacy Program and Exceptional Family Member Program Processes. (IMCOM G9, Family Programs)

(g) Military Family Life Consultants (MFLC) and Personal Financial Counselor Process. (Local Army Community Service Office)

(6) Congressional inquiries processes:

(a) HQDA, Office, Chief of Legislative Liaison.

(b) White House, DoD, SECARMY, and Other Public inquiries.

(c) Office of the Secretary of the General Staff.

(d) HQ TRADOC.

(e) Congressional Activities Office.

6-2 Cadet Summer Training Planning Cell

a. Roles and Responsibilities. Develop and execute plan for reception, in-processing, personnel administration, and postal operations for all Cadets and Cadre in support of Cadet Summer Training. (OPCON to G37 for CST planning, preparation, coordination, and execution)

b. Major Functions and Tasks.

(1) Receive pre-BOLC-B 2LT and support their Active Duty Accessions, to include ID card, TRICARE enrollment, DFAS/Pay actions, orders and all other related in-processing activities.

(2) CST Cadet reception, in-processing and personnel management, to include reception and in-processing guidance, SRP requirements, Cadet personnel and medical record synchronization, orders, pay, awards, CCIMM inputs, coordination for follow on training orders (ICW G37, CPDT) and associated personnel actions for CST.

(3) CST Cadre reception, in-processing, and personnel management, to include SRP coordination, accountability, DA-6 roster, manage leave, pass and emergency notification processes, awards, evaluations, pay inquiries and associated personnel actions for CST Cadre.

(4) During preparation and execution of CST, manage the facility and equipment for all CST Welcome Center operations.

(5) During preparation and execution, advise leadership on and provide updates for all CST source documents.

(6) During preparation and execution, provide Cadet and Cadre assigned to International Programs personnel administration support to include International Programs reception, in and out-processing, and accountability systems.

(7) Manage the CST Postal operations to include management of the postal facility and equipment, establishment of the CST postal account, postal funds and support daily postal operations.

(8) Coordinate Morale, Welfare, and Recreation support for CST with MWR and AAFES.

6-3 Military Personnel Division

a. Roles and Responsibilities. Plan and direct the administration of military personnel services; provide guidance and assistance to staff and brigades pertaining to all aspects of military personnel management.

b. Major Functions and Tasks.

(1) Provide Military Personnel Management - Military Personnel Strength.

(a) Develop military strength related policies and procedures.

(b) Requisition all military personnel replacements based upon projected losses and reassignments.

(c) Process by-name-requests (BNRs); process nominations for nominate APMS and PMS positions.

(d) Manage DA selection board process for PMS; develop and maintain PMS Slate.

(e) Manage Centralized Selection Board lists (PMS, CSL, Promotion boards, etc.).

(f) Oversee, in conjunction with the office of the ACofS ARNG and ACofS USAR the command's USAR and ARNG strength.

(2) Provide Military Personnel Management - Military Personnel Actions.

(a) Maintain personnel data systems (eMILPO, EDAS, TOPMIS, iPERMS, ACT, EES, and HSS) perform data queries to assess and project personnel strength; respond to RFIs for personnel data.

(b) Responsible for publishing official appointment orders.

(c) Process retirement and separation requests.

(d) Process, deletion, deferment, extension, and stabilization requests.

(e) Process recurring monthly reports (AAA-162, AAA-195, C-10, MILPC 63, TRADOC Monthly APMS report) as received from subordinate brigades.

(3) Provide Military Personnel Management - Military Awards and Evaluations.

(a) Establish and execute the command Military and External Cadet/Cadre Awards Program; maintain permanent awards file.

(b) Provide oversight for special recognition programs.

(4) Provide Military Personnel Management - In/Out Processing.

(a) Assist HHD in inputting military personnel into HSS system.

(b) Monitor command strength and provide input into status reports (i.e. NETUSR).

(c) Monitor the MEDPROS status of the command.

(d) Coordinate actions with the G8 Directorate for finance support.

(e) Assist HHD in arriving, slotting, and departing personnel as required for in/out processing.

(5) Staff proponent for Active Duty Operational Support (ADOS)/Retiree Recall.

6-4 Civilian Personnel Management Division

a. Roles and Responsibilities. Plan and direct the administration of Civilian personnel services; provide guidance and assistance to staff and brigades pertaining to all aspects of Civilian personnel management.

b. Major Functions and Tasks.

(1) Provide Civilian Personnel Management - Coordinate Benefits and Entitlements.

(a) Assist employees with elections/changes/updates to benefits/entitlements/pay using Army and DOD websites.

(b) Advise employees on PCS entitlements and prepare PCS orders.

(c) Advise and assist employees in preparation and submission of documents in the areas of FEHB, FEGLI, Retirement, FSA and TSP.

(d) Assist employees with completion and submission of beneficiary forms, military and creditable service buybacks, and assist supervisors with initiation of OWCP claims.

(2) Provide Civilian Personnel Management - Oversee Position Management.

(a) Advise management in the areas of classification and position management.

(b) Assist management in reclassification of position descriptions.

(c) Assist directorates, special staff and subordinate commands to develop/modify standardized position descriptions for the command.

(d) Advise management and employees on classification appeals.

(e) Oversee the DCA Program and obtain classification authority approval for new or amended position descriptions.

(3) Provide Civilian Personnel Management - Manage Workforce Development.

(a) Oversee command career programs, directly or through coordinated efforts.

(b) Oversee the command-wide Civilian training program.

(c) Develop, modify, and conduct training for University Senior Leaders Course (USLC), the Log course, the ROO course, and HRA courses.

(d) Provide general human resource training to managers and employees; assist managers in determining training and developmental needs.

(e) Review and process individual requests for Civilian training; route to the appropriate approval authority.

(f) Manage and track command-wide mandatory supervisory training (Supervisor Development Course) and report to higher headquarters as required.

(4) Provide Civilian Personnel Management - Oversee Recruitment and Staffing Actions.

(a) Advise management on staffing processes, recruitment sources and procedures.

(b) Consolidate, review, staff (with G5 and G8), and provide advice on Civilian hire requests; submit to Command Group/TRADOC for approval.

(c) Initiate Requests for Personnel Actions for staffing actions and submit to servicing CPAC for action.

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

(e) Advise management on selection process and assist with automated selections.

(f) Modify, update, and maintain a Civilian hiring tracker of all Civilian personnel recruitment actions; provide updates to supervisors on a recurring basis.

(5) Provide Civilian Personnel Management - Manage Employee Relations.

(a) Manage the command-wide Performance Management Program (TAPES).

(b) Manage command-wide Incentive Awards and Recognition Program.

(c) Manage time and attendance and leave administration for the Command.

(d) Manage the in/out processing of Civilian personnel upon arrival/departure to the HQs; input/depart all Civilian and contracted personnel into HSS.

(e) Assist management with misconduct and performance issues and refer to CPAC when needed; advise management and employees on the Administrative Grievance and Appeal processes.

(6) Provide Civilian Personnel Management - Coordinate Organizational Changes Impacting Civilian Employees.

(a) Analyze HR statistical data to determine trends, and systemic issues and provides on-site advice and assistance.

(b) Coordinate transformation initiatives and related actions with CPAC.

(c) Provide subject matter expertise (SME) to manpower / force development staff to support organizational change actions.

(d) Provide oversight/guidance on restructuring to the CG and supervisors to include advising on hiring freezes, placements, RIF, VERA/VSIP, and other management tools.

6-5 Soldier and Family Programs Division

a. Roles and Responsibilities. Plan and direct the administration of the Command's Soldier and Family Programs (SFP) and Wellness programs; provide guidance and assistance to staff and brigades pertaining to all aspects of SFP and Wellness programs. Coordinate, oversee and advise USACC leadership on the execution of the Command's SFP and Wellness programs.

b. Major Function and tasks. Coordinate and Oversee the Command's Soldier and Family Programs.

(1) TRICARE Counseling and Advising.
(2) Alcohol and Substance Abuse Program.
(3) Family Wellness Newsletter and Social Media.
(4) Volunteer Corps Program.
(5) Family Advocacy Program.
(6) Financial Management and Consumer Affairs Program.
(7) Suicide Prevention and Response Program.
(8) Leased Government Housing Program.
(9) Master Resiliency Training Program.
(10) Family Readiness Group.
(11) Relocation Readiness and Sponsorship Program.
(12) Child and Youth Services Program.
(13) Exceptional Family Member Program.
(14) Oversee the Isolated Unit Fund Program.
(15) Army Family Action Plan (AFAP)
(16) MS IV & V Outreach
(17) Military Family Life Counselors (MFLCs)
(18) Spouse Employment Resources
(19) Basic Allowance for Housing Program.
(20) USACC Ready and Resilient Campaign (R2C) Plan.
(21) Quarterly Command Health Prevention Committee (CHPC) Meetings

6-6 Accessions and Security Division

a. Roles and Responsibilities. Plan, program, execute, and direct the administration of accessing officers for all Army Components and branching officers for the Active Army; provide guidance and assistance to staff and brigades pertaining to all aspects of Cadet Command's mission to access and branch officers for the Army's Components.

b. Major Function and tasks.

(1) Manage Officer Accessions.

(a) Advise the G1 and CG in all matters relating to selection and branching policies and procedures.

(b) Provide input to DA G1's Annual Accession Guidance Information Memorandum.

(c) Provide accession guidance to brigades/programs through CC Circular 601-XX-1 and CC Regulation 145-9; provide training and information briefings to PMS/HRAs on Accessions policy and guidance.

(d) Prepare and present Cadet Leadership Course Branching and Accession Briefings; conduct training at Human Resources Assistant and USLC Courses.

(e) Manage Gold Bar Recruiter Program (GBR).

(2) Manage and Execute the Outcomes Metric List (OML).

(a) Collect, review, and manage accessions data and statistics in CCIMM.

(b) Provide DA G1/HRC/G3/HQ TRADOC/OEMA annual accessions data.

(c) Conduct DA/ROTC pre-accession procedures.

(d) Publish annual ROTC National OML, National Distinguished Military Graduates (DMG), Top 10% Active Duty Cohort, and Active/Reserve Component selectees; provide information on inquiries regarding status of OML standing of individual Cadets.

(3) Conduct Annual Accessions Boards.

(a) Conduct the annual DA/ROTC Regular Army Branching Board.

(b) Assist HQDA G1 administration of DA/ROTC Educational Delay (DL) Board.

(4) Coordinate and Oversee the Commission, Accession and Branching Process.

(a) Cadet Command proponent for CC Regulation 145-9 updates, changes, staffing and publication.

(b) Advise the Brigades/Programs on requirements for commissioning.

(c) Obtain assignment instructions through TOPMIS from HRC; issue and amend active duty orders in CCIMM.

(d) Administer and manage the Cadet Satisfaction Program (CSP) / Active Duty Service Obligations (ADSO) program for Cadet Command.

(e) Manage and report annual Active Duty accession numbers to HQDA G1; Regular and Reserve Officer Appointments (Scrolling).

(f) Process Cadet Personnel Actions: Branch Change Requests, Duty Status Change Requests, Stand By Board Request, Education Delay Termination Requests, and Uniformed Services University of the Health Sciences Permission to Apply.

(5) Manage BOLC-B Schedule (for Active Duty).

(a) Attend annual HQDA Branch Officer Basic Course Conference to schedule active duty selectees for BOLC-B; participate in BOLC-B HQDA/TRADOC VTCs.

(b) Manage OBC (BOLC-B) quotas in ATTRS for OBC attendance.

(c) Schedule newly commissioned 2LTs for Gold Bar Recruiter (GBR) duty, Cadet Summer Training (CST) Cadre duty as required prior to attending BOLC-B.

(6) Manage Personnel Security.

(a) Develop the command's personnel security policies and procedures; conduct training and provide guidance on personnel security regulations and policy.

(b) Validate security investigations/clearances for IT access to include classified and unclassified networks.

(c) Oversight of security investigation requests and applicable forms are submitted to Office of Personnel Management from subordinate security level personnel security managers.

(d) Monitor Joint Personnel Adjudicative System (JPAS) to provide status checks on contracted Cadets and Cadre security investigations.

(e) Submit DA Forms 5248-R (Reports of Unfavorable Information for Security Determination) pertaining to contracted Cadets and Cadre to the US Army Central Clearance Facility (CCF).

6-7 Cadet Actions and Standards Division

a. Roles and Responsibilities. Develop policies and standards to direct the planning and execution for the administration of Cadet Enrollment, retention, and disenrollment

actions; provide guidance and assistance to staff and brigades pertaining to all aspects of Cadet Enrollment, retention, and disenrollment.

b. Major Function and tasks.

(1) Perform Cadet Actions.

(a) Process Disenrollment requests, Civil Conviction Waivers, Dependency Waivers, Medical Determinations and Waivers (ICW the Surgeon's Office), Age Waivers, RE Code Waivers.

(b) Process Scholarship Terminations, debt establishment through HQCC G8 to DFAS, Publish voluntary active duty orders in lieu of debt recoupment.

(2) Provide Training to Programs (HRA).

(a) Plan, coordinate and conduct the Human Resources Assistant (HRA) Course.

(b) Support the University Senior Leader Course.

(c) Brigade S1 Staff Assistance Visits (SAV) to assist and/or train and to collect and share best practices.

(d) Provide personnel support for Cadet Summer Training.

(3) Maintain Cadet Policy for Enrollment, Retention and Disenrollment Standards.

(a) Cadet Command's functional proponent for AR 145-1 updates, revisions, staffing and approval with HQDA, G1.

(b) Cadet Command is the functional proponent for preparing and publishing cadet contracts (DA Form 597-3) (Scholarship) and DA Form 597 (Non-Scholarship).

(c) Prescribe and publish command operational guidance concerning Cadet Personnel standards for enrollment, retention, and disenrollment (CC PAM 145-4, PMS Guide for Enrollment, Retention, and Disenrollment).

(d) Disseminate, monitor, and interpret policy as it pertains to SROTC Cadet Actions.

(4) Liaison for DOD / HQDA / HRC.

(a) Liaison between HQDA, G1 and ROTC Program for Cadet's who appeal disenrollment and/or monetary repayment.

(b) Provide to HQDA G1 on a quarterly basis, the number of disenrollment(s) and amount of monies recouped or ordered to Active Duty for breach of ROTC contracts.

(c) Conduct daily operations with Department of Defense Medical Evaluation Review Board (DODMERB) to facilitate the medical waiver process.

(d) Provide information / support to the US Army Fort Knox Inspector General's office.

(e) Provide to HQDA G1 annually the number of foreign students auditing, participating, or enrolled in ROTC.

(5) Brigade and ROTC Program Administrative Support.

(a) Assist brigade S1s and ROTC Programs in obtaining Common Access Cards (CAC) for Cadets by ensuring proper information is collected and submitted to update the Defense Enrollment Eligibility Reporting System (DEERS).

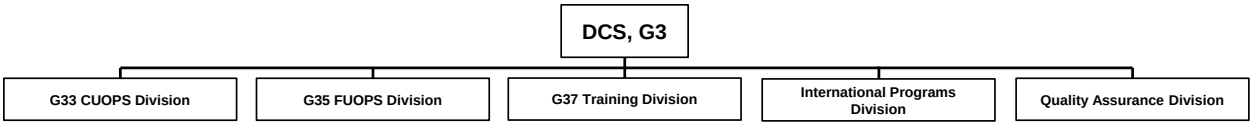
(b) Provide technical support to brigade S1s, PMS' and HRAs who use Automated Cadet Actions (ACA) and Documentum.

Chapter 7 DCS, G3

7-1 General

a. Roles and Responsibilities. Monitor, direct and synchronize USACC current and future operations, quality assurance programs, and provide command-wide oversight for anti-terrorism and force protection programs. Directs the planning, coordination and execution oversight of Cadet Summer Training; which includes CIET, CLC, the CPDT programs and the International Programs activities. Coordinates and collaborates with TRADOC and USMA on common areas of interest. Coordinates with USAG Knox on Senior Command issues; maintains situational awareness of Garrison activities.

b. Organizational Structure.



c. Proponent for:

(1) CCR 145-20, ROTC Training Ammunition Policy and Procedures (May 2003).

(2) CCR 145-3-1, ROTC Pre-commissioning Training and Leadership Development, Off Campus Training (Jun 2006).

(3) CC Circular 145-05, Cadet Summer Training Preparation (published annually).

(4) USACC Annual Training Guidance (published annually).

d. External coordination:

(1) DAG1; DAG3; TRADOC G3/5/7; AMRG; IMCOM [FKGC/DPTMS]. Orders, taskings, directives.

(2) TRADOC Quality Assurance Office.

(3) Army Service Component Commanders.

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) Training Management Processes:

(a) CST Request for Forces (RFF) Process. [TRADOC; DA]

(b) International Programs OCONUS Mission Coordination/Allocation Process. [TRADOC; DA]

(c) Ammunition Process. [TRADOC]

(2) Current Operations Processes:

(a) CCIR Process. [TRADOC]

(b) Orders/Taskings process. [TRADOC]

(c) USR & QRB Process. [TRADOC]

(d) Conference Approval Process. [TRADOC; DA]

7-2 G33 Current Operations (CUOPS) Division

a. Roles and Responsibilities. Monitor and direct USACC operations through planning near-term events, SIR reporting, readiness reporting (USR/QRB) and maintaining the Command's short-range calendar. Publishes and tracks execution orders and task orders. Provide command-level management for anti-terrorism, force protection and physical security actions.

b. Major Functions and Tasks.

(1) Direct and Monitor Current Operations.

(a) Assess requirements, directives and taskings from USACC Command Group, DPTMS, TRADOC G3/5/7, AMRG and DAG1; determine appropriate branch to support and assign work.

(b) Supervise Command Conference Program; lead Short Range Calendar (w/ Command Group) Sync.

(c) Provide oversight of command incident reporting program (and AT/FP programs). Review SIRs for impact, accuracy and completeness; staff RFIs to brigades as required.

(2) Calendar Management and Coordination.

(a) Participate in calendar synch meetings; maintain liaison with TRADOC G3 scheduling and training calendar POCs and LNOs.

(b) Synchronize, maintain and update the short range calendar; include USACC proponent, key HHQs and key FKGC/FKKY events.

(3) Tasking and Order Management.

(a) Receive and analyze taskings and RFI requirements; review TRADOC and DA orders and publications for policy/regulatory changes that impact USACC priorities and functions.

(b) Prepare, review, and distribute tasking orders, operations orders, directives, reclamas, and correspondence IAW G3 instructions.

(c) Manage open taskings, answer RFIs, maintain the USACC Tracking List; track completion/execution for all Taskings and Orders.

(4) Unit Status Report (USR) & Quarterly Readiness Brief Management.

(a) Request, receive and process Unit Status Report data; brief command group for approval, update USR in NETUSR.

(b) Request, receive and process Quarterly Readiness Brief data; brief command group for approval, submit to TRADOC Readiness Division.

(5) Events Planning & Coordination/Conference Request Management.

(a) Receive conference requests, staff with appropriate directorates and SJA for comments, submit to command group then TRADOC for decision.

(b) Maintain oversight of conference packet approval and implementation; track suspenses and submit conference post event report to TRADOC.

(c) Conduct Event/Ceremony planning, publish Event taskings, orders and staff products to support execution of special events/ceremonies.

(d) With assistance from DoLDE, serves as the primary staff lead for the George C. Marshall Leadership and Awards Seminar.

(e) Track and manage Status of Funds for special events/conference.

(6) Conduct Current Operations Planning & Coordination.

(a) Lead staff planning to support near-term execution of USACC level events and actions; develop and publish orders, taskings, directives (MOIs).

(b) Plan, prepare, and execute the annual Mission Command Workshop.

(c) Supervise management of USACC Ammunition Operations; USACC ammo manager training; and coordination with TRADOC/DA.

(d) Assess, validate and track requests for on-campus training aids, simulators and simulations that support the SROTC curricula.

(e) Provide command level planning and management of special events, to include the George C. Marshall Leadership and Awards Seminar and Command Group arrival and departure ceremonies.

(7) Manage the USACC Protection Programs.

(a) Antiterrorism Program Management. Collect, analyze, disseminate threat information; assess and reduce critical vulnerabilities and evaluate/assess AT plans.

(b) Operations Security (OPSEC) Program Management. Conduct AT/OPSEC review of documents, websites and contract packets/requests; Write OPSEC plans, annexes, and appendices to orders.

(c) Physical Security Program Management. Review, update and administer the physical security plan.

(d) Monitor and Respond to Incident Reporting (CCIR). Receive, review, process and forward incident reports; record incidents and maintain incident logs/database of reports IAW TR1-8, AR 190-46.

7-3 G35 Future Operations (FUOPS) Division

a. Roles and Responsibilities. Plan, coordinate and synchronize the command's mid-range re-occurring and emerging activities. Maintains the Command's long-range calendar. Coordinate with TRADOC G35 and appropriate TRADOC integrating forums.

b. Major Functions and Tasks.

(1) Develop and Manage the USACC Annual Training Guidance (and FRAGOs as directed/required); develop metrics for task accomplishment.

(a) Receive guidance, conduct analysis and assessment of the USACC Strategic Plan, USACC Operational Approach, TRADOC Plan and relevant directive publications, priorities and orders.

(b) Establish staff planning teams/cells for task analysis/development of Strategic Plan and USACC Operational Approach objectives and outcomes.

(2) Conduct initial staff integration and mission analysis of emerging major requirements; serve as staff lead until designation of a formal HQs staff OPR.

(3) Develop the USACC Continuity of Operations Plan (COOP).

(4) Staff Lead for oversight and management of the USACC Governance Process, associated policies and supporting IT/KM systems.

(5) Maintain the USACC Long Range Operational Calendar.

(6) Provide oversight to DTMS.

7-4 G37 Training Division

a. Roles and Responsibilities. Provide command-level training management for CST Cadre and Cadet training, CST training systems management, CST long range training calendar and installation support requests. Manage and direct all USACC policies, directives, planning, coordination and assessment of Cadet Summer Training (CIET, CLC, CTLT, DCLT, CPDT, and Internships), and the Ranger Challenge and

Sandhurst Competitions. Represent the command with TRADOC Training Forums, and FORSCOM, NGB, USAR, and DA level Training Resourcing activities that support CST (Sourcing Conference, Planning Meeting/Confirmation Brief, and Rehearsals).

b. Major Function and tasks.

(1) Staff Proponent for CST Training Management.

(a) Review and process for decision all CST related Cadet Training Waivers.

(b) Participate in TRADOC training forums, sites, conferences that impact CST or off-campus training outcomes and requirements.

(c) Provide analysis and assessment of DA and TRADOC training regulations, policies and initiatives that impact CST or off-campus training programs/command priorities.

(d) Manage ATRRS and Training modules in CCIMM for CST and off-campus training; oversee development of all CST Programs of Instruction and serve as COR for any related contracts. Serve as CST POI SMEs during the annual SMDR.

(e) Prepare detailed orders/FRAGOs pertaining to: Operations and Training (Concept of Training/Scheme of Training, MTR), HR (Summer Manning Document), Sustainment Support and Services (w/Medical) and C4IM.

(f) Prepare and execute staff IPRs, confirmation briefs/planning meetings, rehearsals/terrain walks, certifications, and events.

(g) Manage TADSS to support of Cadet Summer Training.

(h) Prepare CST Regimental training schedules and manage land/range.

(i) Develop and manage the CST annual budget; develop the CST component of the annual POM build.

(2) Manage the Cadet Professional Development Training Programs - Cadet Summer Training planning, preparation and execution, and assessment.

(a) Proponent for USACC CST Regulations, Circulars and Pamphlets - revision, staffing, publication.

(b) Execute Planning and Coordination for CIET/CLC/CPDT, Sourcing Workshop, Planning Meeting/Confirmation Brief, Rehearsal for CST.

(c) Develop core components of the CST contract packets and staff to G8 for further development and processing.

(d) Develop, submit and revise the Summer Training (CIET/CLC/International Programs) Request for Forces (RFF) to TRADOC (submission to DA).

(e) Develop, submit, and revise the Summer Training un-forecasted funding requests (UFR) to TRADOC (submission to DA).

(f) Coordinate with DOD and other government agencies for internship training.

(g) Manage the distribution of CST Cadet Allocations and training slots (assignment to CIET and CLC regiments).

(h) Develop and execute an assessment plan to support CIET and CLC outcomes.

(i) Develop and execute Leader Certification Program.

(j) Prepare, establish, and recover training and administrative sites ISO CST.

(k) Establish a CST Operations Center/Command Post.

(l) Oversee execution of Reception and Integration functions, to include HR (G-1), medical surgeon, transportation (G-4), and billeting (G-4).

(m) Conduct Information Management ISO CST Commandant and Key Leaders information requirements.

(3) Coordinate and Oversee the USACC participation in Sandhurst and Ranger Challenge Competitions.

7-5 International Programs Division

a. Roles and Responsibilities. International programs division conducts cultural awareness training missions to venues of strategic importance to develop culturally astute leaders. Coordinates with DA and commands worldwide to determine venues, develop training plans, and establish logistics support. Selects, trains, and prepares Cadets and Cadre to maximize training effectiveness while meeting all mandatory pre-deployment requirements. Coordinates with internal and external agencies to ensure support includes administrative, medical, finance, training, security, transportation, and logistics, including COR duties to support deploying and deployed teams.

b. Major Functions and Tasks.

(1) Oversee the USACC off campus International Programs (IP).

(2) Coordinate with HQDA, MACOMS and COCOMS to develop deployment and training plans for cultural awareness training in support of OCONUS Cadet Deployments.

(3) Apportion Mission Commander (for IP deployments) requirements to USACC, and submit RFF requirements for ASCC FORSCOM and TRADOC units to supply team leaders and support detachment personnel.

(4) Plan, coordinate and administer the USACC (IP deployment) Mission Commander Course.

(5) Select and assign Cadets to OCONUS missions; develop and track pre-mission training and preparation requirements.

(6) Coordinate all training and logistics support with ASCCs and in-country teams to support cultural awareness training deployments during CST.

(7) Develop and execute budget for OCONUS deployments; coordinate support with G8 and in-country personnel to execute financial transactions, and approve all DTS travel for Cadre and Cadets.

(8) Publish Active Duty for Professional Development Training (AD-PDT) orders including necessary amendments for all deploying Cadets.

(9) Publish requirements for CPDT waiver to commissioning requirement; receive and process requests for waiver from brigades.

(10) Perform COR responsibilities for all contracts supporting International Programs.

(11) Perform Passport Agent & responsibilities in support of the International programs.

(12) Develop and oversee execution of the IP annual budget.

(13) Develop the IP input to the annual POM process.

(14) Ensure inclusion of IP requirements in CST planning events and requirement/sourcing documents.

7-6 Quality Assurance Division

a. Roles and Responsibilities. Develop and manage the Cadet Command Quality Assurance Program. Advises the command's leadership on quality assurance issues and initiatives involving Cadre training, education, and coordination of the Staff Assistance Visit Program. Provides information, assessments, judgments, opinions, and an experienced viewpoint on improvement strategies, training and education, and overall quality of instruction.

b. Major Functions and Tasks.

(1) Manage the command’s quality assurance program; in support of DoLDE’s SOCC accreditation requirements, liaise with the TRADOC QA Office; and develop the QA annual master evaluation plan.

(2) Advise the command group on QA improvement strategies and adequacy of programs involving training and education.

(3) Assess on-campus military science instruction and training to include instruction observation and feedback, interviews with Cadre and Cadets, and a hotwash assessment to the PMS, back brief to the brigade commander and a formal report to the command group.

(4) Support Cadet Summer Training QA/QC.

(5) Provide external assessment support to the DoLDE in support of functional training and/or J/SOCC instruction; conduct course assessment and provide educational and training support to J/SOCC instructors, systems and products.

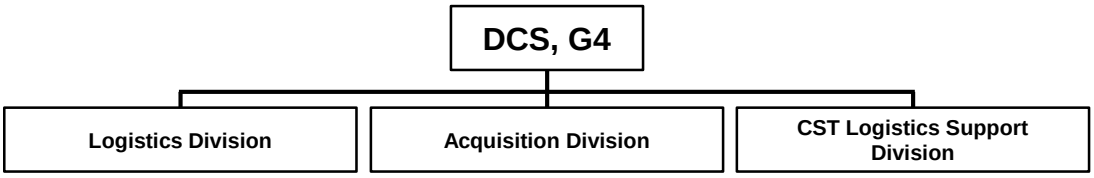
(6) Provide oversight and coordination of the Staff Assistance Visit Program.

Chapter 8 DCS, G4

8-1 General

a. Roles and Responsibilities. Manage, plan, coordinate and establish policies and guidance for all logistics and acquisition support in accordance with statute and regulation.

b. Organizational Structure.



c. External coordination:

(1) US Army Materiel Command. Army Contracting Command (ACC) / Mission and Installation Contracting Center (MICC). Approval/award of new contracts and related management actions.

(2) Army Sustainment Command (ASC). Installation logistics support throughout CONUS and OCONUS for JROTC and SROTC programs; preparation and maintenance of support agreements; coordination with ASC's subordinate organization, the Ft. Knox Logistics Readiness Center (LRC).

(3) TACOM Lifecycle Management Command. Wheeled vehicle and armament product management and related logistics support. Coordination for distribution of organizational clothing and individual equipment distribution through the central Management Office (CMO).

(4) Ft. Knox Directorate of Public Works (DPW). Facilities and training area support.

(5) Defense Logistics Agency (DLA). Support and contractual agreements for provision of Cadet Uniforms; uniform distribution policy.

(6) US Army Forces Command (FORSCOM). Logistics support for CST.

(7) Training and Doctrine Command (TRADOC) Staff. G8, Policy on acquisition management. G4, Logistics policy and coordination.

(8) Headquarters, Department of the Army, G4. POM, uniform commutation and related policy and distribution support.

d. USACC internal processes and support to DA, TRADOC and IMCOM (with processes OPR).

(1) Acquisition Process. [TRADOC G8; ACC/MICC]

(2) Property Management Process. [DA G4; TRADOC G4]

(3) Facilities Support Coordination Process. [US Army Garrison, Ft. Knox/IMCOM]

8-2 Logistics Division

a. Roles and Responsibilities. Responsible for USACC policies and guidance for logistics requirements and activities; plan, coordinate and oversee execution of logistics tasks in support of ongoing operations and initiatives.

b. Major Functions and Tasks.

(1) Provide Logistics Management - Logistics Operations.

(a) Support to USACC initiatives and training/operations planning for logistics.

(b) Manage the SMC/JMC Commutation, and the S/JROTC Clothing and Textile Requirements.

(c) Coordinate logistics support.

(d) Employ DOD EMALL (Logistics Lean Management); Oversee USACC participation in the Chief of Staff, Army Supply Excellence Award Program.

(e) Provide G4 input to the Program Objective Memorandum (POM).

(f) Functional proponent (plan, coordinate and execute) for the SOCC Logistics Course.

(g) Conduct warehousing operations supporting preparation and execution of CST.

(h) Maintain tactical and non-tactical equipment assigned to USACC in support of CST IAW current Army G4 policy.

(2) Provide Logistics Management - Property Management.

(a) Review and maintain USACC's equipment authorization documents (TDA and CTA).

(b) Oversee the Command's property accountability programs/COPA.

(c) Provide Equipment Status Reporting; EOH/EOR and ERC readiness codes.

(d) Manage the Command Supply Discipline Program (CSDP).

(e) Oversee and manage the Supply Chain Equipment Modernization program.

(3) Provide logistics management - GSA Fleet Management.

(a) Manage USACC's Vehicle Allocation Methodology (VAM) and Vehicle Utilization Review Board (VURB).

(b) Process and manage the Command's domicile to duty program/policy.

(c) Process requests for short term rentals.

(d) Dispatch HQs GSA vehicles.

(e) Oversees the application of modification orders to GSA vehicles; process Federal Motor Vehicle Registration System (FMVRS) requirements.

(4) Provide Logistics Management - Facilities Management.

(a) Develop policies for USACC's facilities.

(b) Provide maintenance management for USACC facilities.

(c) Provide space management coordination and de-confliction for USACC HQ elements.

(d) Perform maintenance tasks on USACC facilities and grounds.

(e) Perform facility management tasks and oversight when appropriate.

8-3 Acquisition Division

a. Roles and Responsibilities. Manage and direct USACC policies and guidance for procuring materiel and services in support of operations and initiatives.

b. Functions and Tasks.

(1) Manage USACC Acquisition Processes - Service and Supply Contracts.

(a) Support to USACC initiatives and training/operations planning for contracted services and supplies exceeding the micro-purchase limits.

(b) Provide SME assistance to directorates in the development/preparation of Acquisition Management Oversight (AMO) packages.

(c) Schedule and lead Administrative Contract Review Boards (ACRB).

(d) Provide directorate-level oversight of Wide Area Workflow (WAWF). Coordinate with the Contract Officer's Representative (COR)/Alternate COR (ACOR) to ensure contractor invoices are validated.

(e) COR or COTR Support/Oversight (*when applicable*).

8-4 CST Logistics Support Division

a. Roles and Responsibilities. Responsible for developing and executing the concept of logistics support for CST.

b. Functions and Tasks.

(1) Develop the Concept of Support based on the CST Concept of Operations.

(2) Develop the logistics personnel and equipment requirements for USACC Request for Forces (RFF) input.

(3) Develop the supply and services requirement to support CST Concept of Operations.

(4) Lead the logistics planning effort ICW Ft. Knox Garrison and Army Sustainment Command service providers and partner organizations.

(5) Identify, prepare and process logistics contracts to support CST operations.

(6) Assist the USACC G3 in the development of the CST stationing plan.

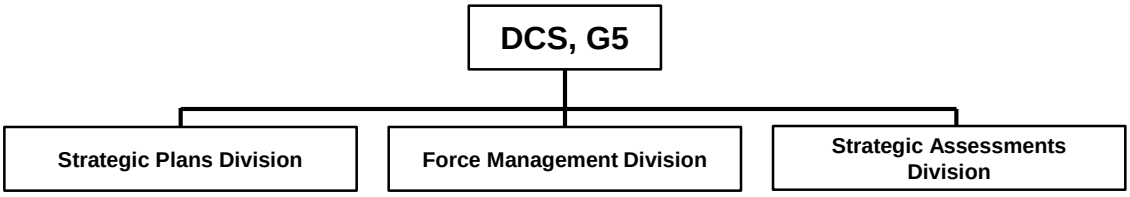
(7) Support logistics after action reporting and lessons learned.

Chapter 9 DCS, G5

9-1 General

a. Roles and Responsibilities. Primary staff responsible for strategic planning, strategic assessments, strategic initiatives and process improvement supporting mid and long range planning horizons for the command; conduct force management to align the command's mission requirements and capabilities with the organizational design and resourcing.

b. Organizational Structure.



c. Proponent for:

(1) Cadet Command Regulation 10-5 USACC Organizations and Functions.

(2) Cadet Command Regulation 570-4 USACC Manpower Processes and Procedures. [to be published]

(3) Staff Lead for USACC policies and guidance related to program establishment, disestablishment and assessment, regarding AR 145-1, DoDI 1215.08, and applicable Army or Defense Department policy changes and staffing.

(4) Annual SROTC Program Assessment Review and Analysis.

(5) The Command's organizational design policies and instructions for establishing SROTC programs and associated units.

d. External coordination:

(1) ASA (M&RA). Initiatives/actions associated with SROTC program assessment, SROTC program types, and establishment and disestablishment of SROTC programs.

(2) TRADOC G3/5/7. DA foundational documents, TRADOC Strategic Plan, TRADOC Governance Forums.

(3) TRADOC G8 [DAG8, DAG3/USAMAA]. Force Management/Manpower actions, Process Improvement.

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) USACC Strategic Plan.[TRADOC G3/5/7]

(2) Strategic Objectives/Outcomes (and Strategic Initiatives) Assessment Process.[Metrics for Measure of Performance (MOP) and Measure of Effectiveness (MOE)]

(3) SROTC Program Assessment Methodology/Process. [ASA(M&RA); TRADOC G3/5/7]

(4) Force Design Management Processes:

(a) Program-level workload models. [TRADOC G8; DAG3; USAMAA]

(b) Total Army Analysis. [TRADOC G8; DAG3]

(c) Command Functional Analysis.

(d) Organizational-based Capabilities Analysis (OCA).

(e) Cost Benefit Analysis (C-BA) (to support G5 led strategic initiatives and/or force design changes).

(5) Manpower Management Processes:

(a) Annual Command Plan. [TRADOC G8]

(b) Concept Plans. [TRADOC G8]

(c) Command Implementation Plans (CIP). [TRADOC G8]

(d) Out of Cycle (OOC) TDA changes/documentation. [TRADOC G8]

(e) Program-level objective TDA (OTDA) methodology. [TRADOC G8]

(f) Manpower Allocation Guidelines and Models. [TRADOC G8]

(6) Process Improvement (DMAIC) Process. [TRADOC G8]

9-2 Strategic Plans Division

a. Roles and Responsibilities. Conduct strategic level analysis and projects as directed by the CG, DCG and CofS. Plan, develop and analyze the command's strategic planning objectives; responsible for the command's Strategic Plan, process improvement execution and informs the organizational design and strategic assessment functions and processes within G5.

b. Major Functions and Tasks.

(1) Develop and manage USACC Strategic Plan.

(a) Conduct research and analysis of relevant TRADOC and DA guidance that affect USACC priorities, mission or strategic objectives.

(b) Lead staff actions to develop and receive CG approval of the strategic plan.

(2) Proponent for the annual SROTC Program Assessment Methodology/Process with associated analysis and briefings to Army and DoD leadership.

(a) Review national demographic forecasts and long range Army requirements to re-balance the command's programs to best meet the needs of shifting demographics.

(b) Assess programs against Secretary of the Army approved criteria to determine program status, and as required develop strategies to improve programs; align resources to balance the needs of the Army with USACC resources.

(3) Staff proponent for Continuous Process Improvement (CPI) and Lean Six Sigma (L6S).

(a) Review current, enduring, and proposed business practices to identify appropriate L6S improvement projects.

(b) Lead or facilitate process improvement projects IAW command guidance.

(c) Manages L6S training program for the command.

(4) Staff proponent for Cost Benefit Analysis (C-BA).

(a) Conduct C-BA in support of G5 led/responsible concepts and initiatives to support detailed planning efforts.

(b) Coordinate staff actions for other command-level C-BAs.

(c) Manages C-BA training program for the command.

9-3 Force Management Division

a. Roles and Responsibilities. Development and documentation of the USACC force structure program, management of the command's TDA for compliance with Depart of the Army guidelines, personnel and equipment requirements and authorizations, personnel allocation model development, and associated force management activities.

b. Major Functions and Tasks.

(1) Conduct USACC HQ, brigade HQ and program Force Design.

(a) Prepare Command Plans to include: review of SROTC program, brigade headquarters, and USACC headquarters force structure (i.e. TDA).

(b) Review Command Implementation Plans (CIP), Concept Plans (CP), and Stationing Plans for format accuracy, provide TDA crosswalk as needed, staff within the headquarters and submit to TRADOC/DA for approval.

(c) Implement changes directed by TRADOC/DA: Total Army Analysis (TAA), grade plate analysis, and Medical Command Grade Allocation Board.

(2) Conduct USACC HQ, brigade HQ and program-level; as well as, all future echelon, functional analysis and organization-based capabilities analysis (OCA).

(a) Review program, brigade and headquarters – level functions and major tasks to identify gaps in capabilities or processes, mismatched responsibilities and authority, redundant or duplicated tasks.

(b) Coordinate with TRADOC & DA force management proponents to adjust force structure as required.

(3) Staff proponent for Manpower Requirements Modeling.

(a) USACC SROTC Program Instructor Requirements Model.

(b) Program ROO, HRA and Supply Tech Requirements Models (to be developed).

(c) SROTC program manpower authorizations allocation rules.

(4) Maintain the USACC TDA IAW Department of the Army and TRADOC guidelines and regulations.

9-4 Strategic Assessment Division

a. Roles and Responsibilities. Responsible for developing assessment plans to support the Command's Strategic Plan objectives and the effectiveness of major initiatives; assist the staff in developing assessment plans for their discrete functions, processes and tasks, to include collection, monitoring, evaluating and directing/recommending components.

b. Major Functions and Tasks.

(1) Proponent for the Strategic Objectives/Outcomes (and Strategic Initiatives) Assessment Process; collect, monitor, evaluate and determine trends and provide recommendations to support decisions.

(2) Develop customize tools for development and management of Metrics for Measure of Performance (MOP) and Measure of Effectiveness (MOE) associated with the Strategic Plan, strategic initiatives and the command's intermediate objectives.

(3) Support G5 and staff COA analysis and operations planning, with emphasis on the Assess component of the Operations Process.

(4) Conduct analysis, as directed, to determine the effectiveness of USACC functions, processes, tasks and operations.

(5) As directed, conduct analysis to determine cause, trends and confirm or deny planning assumptions; provide recommendations, findings and observations.

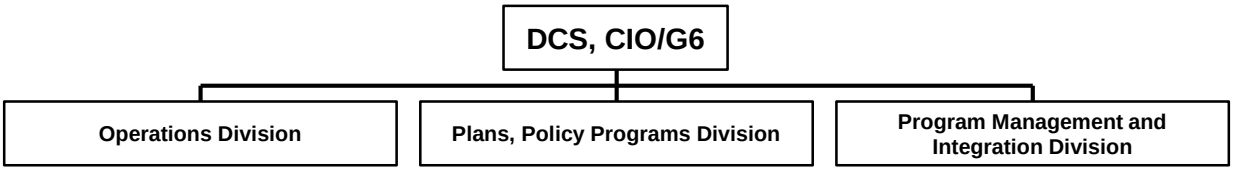
(6) Develops command profiles for the SROTC program associated with strategic and intermediate USACC Operational Approach objectives.

Chapter 10 DCS, CIO/G6 (Chief Information Officer)

10-1 General

a. Roles and Responsibilities. The CIO is the principal adviser to the Commander on the strategy, policy, execution and the effect of IM/IT on USACC mission capabilities. The CIO responsibilities include network architecture and information sharing policies, modernizing management processes and ensuring the synchronization of the commands network activities. The CIO is also responsible for ensuring the execution of the Command Signal, G-6 function, including staff management for the IM/IT planning, acquisition, integration, operation, and sustainment of communications services, information systems, and audio-visual presentation systems and their associated applications and peripherals.

b. Organizational Structure.



c. Proponent for:

(1) USACC Proponent for Forms and Publication Management Program.

(2) USACC Proponent for Records Management Program.

(3) USACC Proponent for Electronic Media Management.

(4) USACC Proponent for Freedom of Information Act and Privacy Act Management.

d. External coordination:

(1) HRC PERSINSD; FKKY NEC; 7th Signal; TRADOC CIO/G6; NETCOM; ARCYBERCMD; DISA; DA CIO/G6; C4IM Policies and Directives.

(2) HRC PERSINSD; FKKY NEC; Commercial Venders. Support Services.

e. USACC processes and support to DA, TRADOC and HRC-IT processes OPR.

(1) USACC Change Advisory Board (CAB).

(2) USACC Change Control Board (CCB) Process. [HRC PERSINSD]

(3) IM/IT Requirements Change Management Process. [HRC PERSINSD, FKKY NEC]

(4) IT Basis of Issue Plan (BOIP). [HRC PERSINSD, FKKY NEC]

(5) Publications and Forms Management Process. [TRADOC G6, DA G6]

(6) Records Management Process. [TRADOC G6, DA G6]

(7) FKKY Media Operations Center (MOC). [FKKY Tenants]

(8) Freedom of Information Act (FOIA) inquiry process. [OTJAG, TRADOC FOIA office, Installation (Garrison) FOIA]

10-2 Operations Division

a. Roles and Responsibilities. Manage USACC IT activities for the use of IT, including networks, knowledge management tools, applications and sustainment of C4IM enabling capabilities; Manage daily technical support throughout the Command, HQ, and Special Staff to include identification and support of process improvements through the use of automation; Coordinate education and reinforcement training on use of IT capabilities and tools; Conduct management oversight and tracking of IM/IT assets.

b. Major Functions and Tasks.

(1) Review, validate accuracy and manage annual budget documents to acquire IT resource.

(2) Resource the commands IT functions directly related to fulfilling USACC needs by contract, through established IT acquisition processes.

(3) Cadet Summer Training (CST) planning and execution.

(4) Manage a comprehensive USACC C4IM Portfolio.

(5) Manage the USACC IM/IT processes and resources to enable the organization’s business and mission processes.

(6) Manage the USACC IM/IT processes and resources to enable the organization’s business and mission processes.

(7) Basis of Issue (BOI) Management.

(8) Manage Postal Program.

(9) Duties of senior mission command CIO/G-6 (IT, IM, VI and support received from the FKKY NEC).

(10) Audio/Visual Conferencing support and management.

(11) Resource the commands IT functions directly related to fulfilling USACC needs by contract, through established IT acquisition processes.

10-3 Plans, Policy, Program Division

a. Roles and Responsibilities. Manage USACC-wide C4IM plans, policies, procedures and its enterprise architecture to implement TRADOC and USACC objectives; Develop and define IM/IT requirements supportive of the USACC Strategic Plan, C4IM initiatives, and the IT Capital Planning and Investment Management Program.

b. Functions and Tasks.

(1) Manage the USACC Information Assurance program.

(2) Manage the USACC Information Security program.

(3) Cadet Summer Training (CST) planning and execution.

(4) Manage a comprehensive USACC C4IM Portfolio.

(5) Develop, integrate, refine, monitor, and manage C4IM policies and procedures.

(6) Advise and provide representation for the command on all C4IM responsibilities (Internal/External).

(7) Manage and supervise USACC CIO/G-6 Staff.

(8) Validate, negotiate and monitor the development and execution of Command level IT/IM agreements (SLAs, MOAs, MOUs, etc.) with NEC, HRC, NETCOM, DISA and other service providers.

(9) Conduct feasibility studies of automated systems that include design concepts, hardware, software, communications network, and progress of specific projects against overall objectives.

(10) Manage the USACC Publications and Forms Program.

(11) Manage the USACC Records Management Program.

(12) Manage the USACC CIO/G-6 administrative responsibilities.

10-4 Project Management and Integration Division

a. Roles and Responsibilities. Coordinate, integrate and implement command-wide IT initiatives; provide recommendations on the implementation of information technology and other techniques to functional problems and solutions to assist with the

USACC KMO strategy; conduct, track and report project management of the commands C4IM initiatives.

b. Functions and Tasks.

(1) USACC IT/IM Change Management.

(2) Data management and interoperability (see DA PAM 25-1-1, chapter 4).

(3) Advise and provide representation for the command on all C4IM responsibilities (Internal/External).

(4) Apply best business practices, industry standard programs, and project management methods to command-wide C4IM assets.

(5) Web Master technical control over the USACC registration process, managing site content, and ensuring site(s) conform to Army Web site requirements (IAW DA PAM 25-1-1).

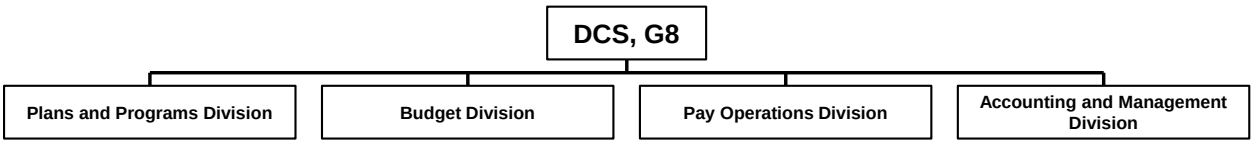
(6) Support the implementation of information technology and other techniques to functional problems and solutions to assist with the USACC KMO strategy.

Chapter 11 DCS G8

11-1 General

a. Roles and Responsibilities. Primary staff responsible for USACC policies, procedures and directives that support resource programming management, budget development, budget execution, financial management, Cadet and Instructor Pay, and managerial accounting support to host and tenant activities on Ft. Knox.

b. Organizational Structure.



c. Proponent for:

(1) CCR 11-2 Army Programs Management Control (JUN 2010).

(2) CC Circular 37-1 Financial Management for USACC (JUL 2013).

d. External coordination:

(1) DAG1 (MM PEG); TRADOC G8 (PA&E). POM process.

(2) ABO; TRADOC G8 (Budget). SROTC & JROTC annual budget execution.

(3) DFAS. Pay actions.

(4) Military Installation Contract Center (MICC).

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) POM/Budget Process. [TRADOC G8; DAG1 (MM PEG)]

(a) POM Development Process.

(b) Annual Budget Guidance Process.

(c) Annual Operating Budget Process.

(d) Budget Execution Process.

(2) Pay Process. [DFAS]

(a) Scholarship (incentives) Pay Process.

(b) Cadet Pay Process.

(c) Debt Collection Process.

(3) Accounting and Management Process. [TRADOC G8]

(a) Internal Control Process.

(b) Budget Execution.

(c) Internal Review/Audit Process.

(d) Army Systems Fielding Process.

(e) Travel Management Process.

11-2 Plans and Programs Division

a. Roles and Responsibilities. Direct and coordinate planning, analysis, development and submission of the Senior (TROT&TRRS) and Junior (TRJR) Management Decision Packages (MDEP) to the Manning PEG for inclusion in the Program Objective Memorandum (POM). Develop the command's operating budgets for Operations & Maintenance, Army (OMA) and Military Personnel & Allowances (MPA).

b. Major Functions and Tasks.

(1) Provide Programs and Budget Development (Budget Year/POM).

(2) Lead the POM development for both Senior and Junior ROTC Programs; build the USACC POM submission and brief in Rbuilder; staff lead for presenting the command’s requirements and justification; assist DAG1 validation process.

(3) Develop and publish yearly budget guidance to include command briefings, directives, guidance and publication of the budget guidance and funding letter.

(4) Develop the Annual Operating Budget; develop the initial funding breakout estimates by staff and brigades; coordinate and adjudicate changes to the staff and brigade estimates; build initial and final USR and audit trails; finalize budget estimates and brief for approval the annual budget.

(5) Support internal budget and cost analysis; prepare reports for TRADOC and DA (i.e. OP-14; BESPOM; Army 314 and 335; Schedule 41, Commander’s Narrative Assessment (CNA); Funding Capability Assessment).

(6) Analyze the President’s Budget for decrements or increases to the USACC funds using Rbuilder and PROBE.

(7) Receive Future Year funding distribution on Cadet Command Audit Trail workbook. Prepare and link corresponding Funding Distribution Worksheet. Make other preparations to begin the next fiscal year.

11-3 Budget Division

a. Roles and Responsibilities. Develop and implement the command's budget policy; management of the current year budget execution and funds control, to include coordination with higher headquarters to ensure timely receipt of funding.

b. Major Functions and Tasks.

(1) Prepare and maintain the current year USACC Budget.

(a) Prepare and maintain Awards budget for the Command.

(b) Prepare and maintain civilian payroll budget for Cadet Command.

(c) Maintain the command’s fiscal 1-N List.

(d) Create the Phased Obligation Plan.

(e) Prepare the command’s quarterly PBAC.

(f) Prepare the Year-End Guidance & Timelines for approval and implementation.

(2) Project MTSA/MTSS execution. Conduct Programs Trend Analysis and Forecasting.

(3) Analyze & Reconcile Budget Execution.

(a) Research all open commitment and obligation items in GFEBS.

(b) Request modifications to close out contracts.

(c) Conduct DTS Audits.

(d) Research and clear all UMDs and NULOs current year.

(e) Conduct monthly status of funds reviews with Brigades and G-Staff.

(f) Post monthly obligations, perform variant analysis, between funding obligations proposed and actual obligations; request funding realignment, increase in Program, AFP, or Allotment where applicable.

(g) Compile data as reported in Teams' Status of Funds (SOF) reports into the Unit Status Report (USR).

(h) Execute Command HQ Cumulative Status of Funds (SOF) reports in GFEBS.

(4) Distribute Obligated Funds.

(a) Ensure that the Cadet Command Audit Trail, Funding distribution worksheet, Obligation Targets are currently reconciled with both financial systems.

(b) Complete Funding Change Sheet.

(c) Complete Funding Distribution worksheet; Post distribution changes to the Cadet Command Audit Trail.

(d) Execute transaction code FMBB to distribute allotment in the GFEBS or use funds control access to distribute in RMT.

(5) Budget Execution.

(a) Fund WBS elements for reimbursable work and Post FMBB to transfer funds to performing activity; Create MIPRs in GFEBS for commands not on GFEBS.

(b) Process transportation requests, CSR, and MRE requests.

(c) GPC Resource Management Program Administration (Attach LOAs to cardholders and billing officials, adjust GPC limits).

(d) Download monthly GPC statements and digitally sign (for audit readiness).

(e) Check GFEBS to ensure GPC charges posted.

(f) Create Initial lines of accounting for DTS and AXOL.

(g) Provide G4 with lines of accounting for convenience check requests.

(h) Process US Bank rebates/credit checks.

(i) Process PR'S/PO'S for miscellaneous payments (Except Scholarships).

(6) Manage Command Travel, CivPay, and GPC execution.

(a) Adjust GFEBS for UMDs and IDOCs.

(b) Process RPAs (SF52-s) from G-Staff.

(c) Process Overtime and Comp-time requests for the Command.

(d) Adjust budgets in DTS; Process GPC Cardholder and Billing Official Applications, and approve setups in PCOLS.

(e) Staff Acquisition Package for G8 approval of Transportation, MIPRS, WBS Elements, IT Requirements, and contracts.

11-4 Pay Operations Division

a. Roles and Responsibilities. Provide pay operation support and analysis IAW AR 11-2 and applicable financial policies, procedures and law to the Senior ROTC program; process scholarship and non-scholarship pay entitlements, tuition/fees/room & board, book payments and debt collection actions.

b. Major Functions and Tasks.

(1) Execute Cadet Pay operations.

(a) Plan, direct, and control pay operation; applies policy and directive; review reports and statistical data.

(b) Review and respond to all pay related system updates and system requirements; respond to program, BDE, and higher HQ pay inquiries, payment information for Cadet Pay actions.

(c) Receive and review program DA-2142 Pay Inquiries; adjust program cadet accounts as required.

(d) Receive, verify, process, reconcile and close out Summer Training Cadet Pay actions: IP, CIET, CLC, CTLT, CPFT, MS3 Cadet Leaders, and Nurse Internships.

(e) Receive, verify, process, reconcile and close out Cadet Incentives pay actions: CLIP Bonus.

(f) Process all pay inquiries.

(2) Manage the financial processing of scholarship payments for Army ROTC and the Educational Assistance Program (EAP).

(a) Prepare and manage the Must-Fund listing of scholarship Cadets who are reimbursed with prior year funding for fall term only.

(b) Manage the Pre-buy listing of scholarship Cadets who are reimbursed with prior year funding for fall term.

(c) Prepare, update and maintain school files for payments received, processed and paid.

(d) Validate and reallocate all Government Purchase Card charges for tuition & fees, create an order and match the order to the transaction in AXOL.

(e) Review and certify billing account statements to the bank for payment.

(f) Determine the type of payment (DMO, EFT or GPC), run queries for each Cadet listed on the payment to ensure eligibility and if necessary establish vendor ID.

(g) Review, research, correct and process the payment for reimbursement of tuition & fees or room & board.

(h) Process and upload invoices in the General Funding Enterprise Business System (GFEBS) for PPA and Non-PPA commitment of funds.

(i) Review and approve invoices for Miscellaneous Payments in GFEBS for release to DFAS for payment by EFT.

(3) Execute the Debt Management program.

(a) Receive, verify, process DD Form 5315 from brigades; packets include DD Form 139 (disenrollment).

(b) Receive, verify and process DD Form 1131 (Cash Collection Voucher) and associated GFEBS actions.

(c) Receive, verify and process Scholarship Refunds.

(d) Process check deposits using Treasury OTC system.

(e) Receive, verify and process Out of Service Debts.

(f) Receive, verify and process DD 2789 (Waiver/Remission/Cancellation of Debt).

(4) Analyze financial systems policies and procedures.

(a) Maintain daily operations for CCIMM, DJMS-RC, and DMO for all users.

(b) Review and maintain all pay systems operations for G8, JROTC and G1; process all system updates/change packages; request new user access to systems; maintain user access i.e. password resets, add/delete profiles.

(5) Analyze Pay Operations.

(a) Annotate all payment amounts and Cadet Names in logs. Create a 1034 when necessary, process payments in GFEBS, send to budget, then fax to school and DFAS.

(b) When DOV is available in GFEBS, post DOV to all Cadets in CCIM.

(c) DFAS Monthly 256 Accounting Report. Access monthly statistics; consolidate by current month (used to provide budget w/ actual amounts used monthly).

11-5 Accounting and Management Division

a. Roles and Responsibilities. Provide managerial accounting support, analysis and advice to USACC, subordinate commands, and tenant activities on Ft. Knox. Develop

empirical performance measures to evaluate programs effectiveness and efficiency. Conduct joint reviews and internal audits as well as routine reviews of unliquidated obligations, unmatched disbursements, and reimbursable orders for propriety and cause.

b. Major Functions and Tasks.

(1) Execute Civilian Pay operations.

(a) Provide civilian pay customer service; if possible resolve the pay inquiry, if not contact DFAS-IN and generate a “Remedy Ticket”.

(b) Bi-weekly payroll processing, reviews and resolves any identified payroll exceptions, by reviewing missing time reports, processing EFT's, Allotments, Union Dues, CFC contributions, address changes, collections, leave advances, etc.

(c) New employees establish payroll history for all new and transferred employees in the OMA database using DCPS. These transactions are processed daily.

(d) Separations of employees, conduct file audits, purge and scan records into CD biweekly.

(e) Transferred Employees, review employees pay account.

(2) Provide DTS and Travel Card support.

(a) Resolving issues concerning DTS travel documents and GOVCC accounts.

(b) Brief DTS Cadet Travel portion to the HRA course.

(c) Attach/detach DTS accounts for personnel in-processing or out processing.

(d) Notify employees of DTS policy and travel regulation changes.

(e) Amend travel documents to assist CBA Manager with reconciliation.

(f) Manage DTS permission levels ensuring authorized personnel have correct permissions and provide higher Headquarters with report.

(g) Run 72 Cancellation and Un-Submitted Voucher reports in DTS.

(h) Run Compliance Audit Tool within DTS ensuring Cadet Command’s travel documents are approve IAW travel regulations.

(i) Manage the Command’s DTS travel debts providing the traveler with guidance regarding the travel debt repayment process.

(j) Level IV AOPC for GOVTCCs and Level III for CBAs.

(k) Review, analyze, and resolve pre-suspensions and delinquencies of Cadet Command’s GOVTC accounts.

(l) Obtain Cadet Commands GUTC corporate/transaction accounts for International Programs and CTLT.

(m) Run CCRS reports regarding GOVTC/CBA delinquencies, pre-suspension, and 10% audit review reporting to higher headquarters.

(3) Perform CBA invoice reconciliation ensuring Cadet Command’s CBA account transactions are matched in DTS to pay CBA invoices.

(4) Conduct Internal Joint Reviews to ensure accounting records reflect authorized charges and payments.

(5) Execute the Internal Control Program and the USACC Audit Readiness Program (includes support to FKKY liaison with external agencies).

(6) Coordinate/staff Installation Service and Support Agreement.

(7) Lead Management Role for USACC use of Army Financial Systems.

(a) Provide Wide Area Workflow (WAWF) administration for USACC.

(b) Correct General Fund Enterprise Business System problems (IDOC's, UMD's, UMC's).

(c) Obtain OC-Net (Collections).

(d) PowerTrack management.

(e) Perform GFEBS Roles; complete Monthly and Annual Reporting Requirements.

(f) Prepare Contingent Liability Reporting.

(g) Manage Global Combat Support System-Army (GCSS-Army).

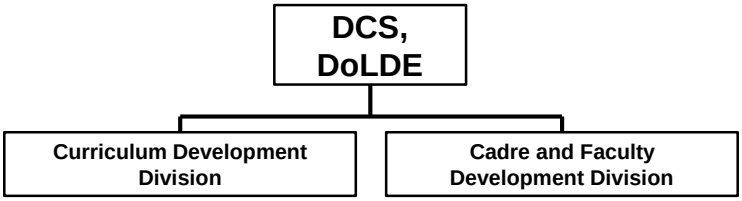
(h) Conduct Defense Management Office Quarterly Cash Count.

Chapter 12 Directorate of Leader Development and Education (DoLDE)

12-1 General

a. Roles and Responsibilities. Responsible for Cadre and Faculty education, training, and development; Cadet Character and Leader Development Strategy (CCLDS) development, Cadet Military Science Level (MSL 1-4) curriculum development and Blackboard Learning Management System (LMS) for USACC in order to develop future Army officers imbued with the Army's values, leadership skills, military skills, character, and warrior ethos to effectively lead America's Soldiers. Directs and integrates the training and education development, accreditation, publication and evaluation of the SROTC curricula.

b. Organizational Structure.



c. Proponent for: CCR 145-3, SROTC Basic Officer Leader Course-A On Campus Training and Leadership Development (Sep 2011).

d. External coordination:

(1) Training and Education Development Enterprise (TED-E). [TRADOC, CAC, CAC-T]

(2) Staff and Faculty Development Program (SFDP). [TRADOC/CAC/CAC-E(ArmyU)/CAC-T]

(3) Army University (ArmyU) Center for Teaching and Learning Excellence (CTLE). [TRADOC/CAC-E]

(4) Center for Army Ethic and Character Development (CAPE). [TRADOC/CAC/CAC-MCCoE]

(5) Simon Center for Professional Military Ethic (SCPME). [HQDA/USMA]

(6) American National Standards Institute (ANSI). [TRADOC/CAC/CAC-E]

(7) Policy and Governance Oversight Committee. [TRADOC/CAC/CAC-T]

(8) Department of Military Instruction (DMI). [HQDA/USMA]

(9) Center for Army Ethic and Character Development (CAPE). [TRADOC/CAC/CAC-MCCoE]

(10) Simon Center for Professional Military Ethic (SCPME). [HQDA/USMA]

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) CFDD Processes:

(a) SMDR Process. [TRADOC]

(b) SOCC Course Scheduling Process. [TRADOC/ATRRS]

(2) Curriculum Processes:

(a) ADDIE Process. [TRADOC]

(b) Curriculum Review Board (CRB) Process. [TRADOC; ASA(M&RA)]

12-2 Cadre and Faculty Development Division (CFDD)

a. Roles and Responsibilities. Manages all Cadet Command SROTC resident and distance learning instructor and cadre functional courses for SROTC Cadre and Faculty.

b. Major Function and tasks.

(1) Coordinate, plan and oversee the execution of SOCC resident and distance learning courses.

(2) Plan, direct, and oversee SOCC operations, policies and directives.

(3) Schedule and execute CFDC, USLC-ITC, ITC, Mission Command and SROTC Staff Functional courses.

(4) Review, update, staff and publish publications, SOPs and websites to facilitate course operations & execution.

(5) Maintain student enrollment requirements, training records (1059s) and ATRRS data.

(6) Manage resident and DL course materials.

(7) Manage the ALMS and DL for USACC; track completion of DL for all students attending a resident course.

(8) Plan, prepare, and participate in Structure and Decision Manning Review (SMDR) process; coordinates with G3 to integrate CST requirements and outcomes into SMDR.

(9) Provide analysis and review of TRADOC and DA training regulations, policies and initiatives that impact SOCC courses.

(10) Collaborates with Curriculum Division in the design, development, publication and maintenance of the Cadet Character and Leader Development Strategy (CCLDS).

(11) Collaborates with Army University (ArmyU), academic institutions and academic research partners to synchronize and integrate Cadre and Faculty best learning practices from the learning sciences.

(12) With the USACC QAO, responsible for preparing for and meeting the TRADOC Accreditation standards and inspection.

12-3 Curriculum Development Division

a. Roles and Responsibilities. Responsible for the training and education development, accreditation, publication and evaluation of the SROTC on-campus Military Science curriculum with associated education and training products.

b. Major Function and tasks.

(1) Represents the command with university, college and school district leadership and faculty.

(2) Provide analysis and assessment of DA and TRADOC training regulations, policies and initiatives that impact on-campus training programs/command priorities.

(3) Assess requests for on-campus training resources, training aids, simulators and simulations that support the MS curricula; validate these request to the G3 and G8 for resourcing and allocation purposes.

(4) Review and process for decision all on-campus curricula related Cadet Training Waivers.

(5) Design & Develop Education and Training Curriculum, POIs and Course Materials.

(a) Design MSL100 through MSL400 curricula lessons and supporting instructional materials IAW Army/TRADOC training development regulations, processes and systems.

(b) Develop and submit for validation and approval MSL on-campus POI IAW Army and TRADOC regulations/processes and systems.

(6) Staff Proponent for Leader Development and Education.

(a) Manage the USACC on-campus leader development and curriculum development programs.

(b) Interact with CAC to ensure USACC integration into Leader Development processes and policy decisions.

(c) Manage the accreditation of the SROTC on campus program curricula with universities and associated accrediting organizations.

(7) Manage and oversee the USACC on-campus POI Development.

(a) Direct the on-campus SROTC ASLTE /ALM compliant curriculum and POI development for SROTC curriculum development.

(b) Lead curriculum development work groups, reviews, and pilots; participate in Army and TRADOC educational and training forums; coordinates with G3/CST to integrate and synchronize CST program into the Cadet Character and Leader Development Strategy (CCLDS).

(c) Lead for the USACC Cadet Character and Leader Development Strategy (CCLDS) and on-campus Leadership Development Program; coordinates with the G3 lead to synchronize inputs from CST summer programs such as CIET, CLC, CPDT, CULP and internships into the CCLDS.

(8) Conduct Education and Training Analysis.

(a) Provide feedback to TRADOC/DCG-IMT on BOLC-A task list and officer education outcomes for pre-commission curriculum and POIs.

(b) Conduct leader/training development research and analysis to develop, refine and update USACC on-campus curriculum and POIs; coordinate with G3/CST to synchronize CST POIs into Cadet Progression Model.

(c) Use the ADDIE process to support gap analysis for curricula and POIs for pre-commission education/leadership requirements and outcomes.

(9) Manage course materials in Blackboard.

(a) Maintain the current and approved SROTC publication and course material list.

(b) Manage and oversee the USACC DL Military History program; liaison with MHIC; conduct assessment/evaluation of DL Military History outcomes.

(10) Collaborates with CFDD in the design, development, publication and maintenance of the Cadet Character and Leader Development Strategy (CCLDS).

(11) Coordinate with USMA to synchronize combined USMA and USACC Cadet Outcomes and Objectives.

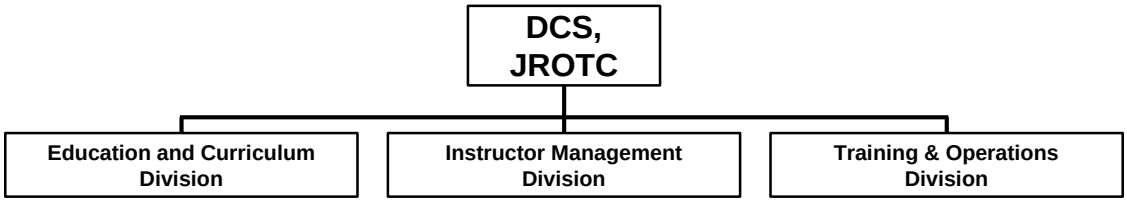
(12) Collaborates with Army University (ArmyU), academic institutions and academic research partners to synchronize and integrate Cadre and Faculty best learning practices from the learning sciences.

Chapter 13 Junior Reserve Officer Training Corps (JROTC) Directorate

13-1 General

a. Roles and Responsibilities. Responsible for the oversight of the Junior ROTC Program's policies, procedures and implementation guidance for JROTC personnel actions, non-school training/activities and JROTC sustainment activities IAW AR 145-2 and DODI 1205.13.

b. Organizational Structure.



c. Proponent for:

(1) DoDI 1205.13, JROTC Program (6 February 2006). [USACC Staff Lead]

(2) AR 145-2, JROTC Organization, Administration and Support (24 Feb 2000). [USACC Staff Lead]

(3) CCR 145-2, Organization, Administration, Operations, Training and Support (1 Feb 2012).

(4) CCR 145-8-3, JROTC Program for Accreditation (24 Jul 2015).

(5) JROTC Command Information Management System (JCIMS).

(6) JROTC Unit Management System (JUMS).

d. External coordination:

(1) ASA (M&RA) and Department of Education. JROTC Policies and Directives.

(2) School Districts, Instructor hiring process.

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) Instructor Recruiting and Hiring Process.

(2) Instructor Pay Process.

(3) JROTC Extra-curricular Activities Process.

13-2 Education and Curriculum Division

a. Roles and Responsibilities. Responsible for the development, employment and review the JROTC curricula and associated education and training materials to ensure they meet accreditation and department of education (and local school districts) standards. Engage in dialogue and communication with school principals, superintendents, and appropriate accreditation agencies to further strengthen relationships in support of Army JROTC programs.

b. Functions and Tasks.

(1) Provide JROTC Education and Curriculum Management and Oversight.

(a) Manage the JROTC national accreditation process to include state teacher certification requirements for JROTC instructors.

(b) Manage JROTC curricula partnerships (DOD and non-DoD partnerships).

(c) Coordinate and provide support and content recommendations in support of JSOCC training, operations, policies, and directives.

(d) Interact with ASA (M&RA) and sister service JROTC agencies [TRADOC as required] for integration of Army JROTC into Education Forums and work groups to enhance the JROTC curriculum and instructor capabilities.

(e) Maintain the current and approved JROTC publication and course material list.

(f) Coordinate, manage and provide oversight for JROTC STEM Events, the JROTC Leadership and Academic Bowl (JLAB), and the JROTC Annual Essay Contest.

13-3 Instructor Management Division

a. Roles and Responsibilities. Maintain and monitor the quality standards and performance for JROTC Instructors and their recruitment, screening, selection and retention policies and procedures. Coordinate with school officials nation-wide to fill instructor vacancies, determine Instructor pay based on current regulation, guidance and process approved reimbursement to school districts employing Army JROTC Instructors.

b. Major Functions and Tasks.

(1) Manage JROTC Cadre Recruitment and Hiring.

(a) Develop recruitment and marketing plans to attract, screen and select quality instructors.

(b) Process applications and provide customer service to potential hires.

(c) Process Requests for JROTC Instructor Personnel Actions.

(d) Maintain the JROTC Instructor and Applicant Database and Information Files.

(2) Provide Pay Operations Support.

(3) Provide reimbursement to school's participating in Army JROTC Program.

(4) Manage the Instructor Pay Operations.

13-4 Training and Operations Division

a. Roles and Responsibilities. Develops, reviews, publishes, and implements policies, procedures, and regulations to enhance effective and efficient Army JROTC program operations. Plans, coordinates, and conducts the JROTC Instructor and other specialty courses for all JROTC faculty. Develops and provides guidance and assistance to the brigade staffs for JROTC programs. Maintains the JROTC Program OML, and manages the establishment and disestablishment of all Army JROTC programs. Plans, manages, and coordinates all JROTC National Co-Curricular events. Manages JROTC automation programs support requirements and sustainment requirements. Compiles and submits Army JROTC program reports and information required by the Command, DA, and DOD.

b. Functions and Tasks.

(1) Provide development and oversight of JROTC Training Management.

(a) Maintain the currency of JROTC specific regulations, policies and guidance for JROTC Staff and Brigades.

(b) Manage and provide oversight for the JROTC automation systems (Knowledge Management) to support JROTC training, operations and administrative programs. Systems include the JROTC Command and Information Management System (JCIMS), and JROTC Unit Management System (JUMS).

(c) Plan, direct, and oversee JSOCC courses, operations, policies and directives.

(d) Schedule and execute JROTC Staff Functional, JROTC Instructor Basic and Advance courses.

(e) Maintain JSOCC student enrollment requirements, training records in JCIMS.

(f) Manage the JROTC DL Basic Course for new JROTC Instructors, and the Distance Learning Advanced Course for experienced JROTC Instructors.

(g) Assess JROTC training and education needs based on teacher certification standards, stakeholder feedback, and Army and DOD directives.

(h) Develop JROTC Basic and Advanced Instructor Course Lesson Plans IAW DoD/DOE policies and processes.

(i) Manage the JROTC training and operations records, reports and files.

(j) Develop and oversee the execution of the JROTC Command OIP and SAV of Brigade JROTC Staff.

(k) Maintains the Army JROTC Program OML, and manages the establishment and disestablishment of programs based on DA guidance and funding.

(l) Provide annual and ad hoc program data reports as requested or required by the command, DA, and DOD.

(2) Manage and oversee Army JROTC national co-curricular events and activities.

(a) Coordinate and conduct the annual Army JROTC National Drill Competition and Championships.

(b) Coordinate JROTC unit participation in the Air Rifle Marksmanship Championships.

(c) Coordinate JROTC unit participation in the annual National Raider Challenge Championships.

(d) Coordinate for the National High School Drill Team Championships (NHSDTC).

(e) Coordinate the JROTC Leadership Challenge (JCLC) Program.

(f) Assist with the coordination, management, and execution of the JROTC Leadership and Academic Bowl (JLAB).

(3) Manage JROTC Mission Support Activities – Provide Logistics Support.

(a) Develop and publish the bi-annual Congressional Report on Army JROTC units.

(b) Develop and publish the JROTC Training and Operations Guidance for Brigade JROTC staff, units, and personnel.

(c) Coordinate and provide oversight for JROTC STEM events, projects, and competitions.

(d) Develop and manage the JROTC support plan.

(e) Manage the JROTC acquisitions/contract process.

(f) Provide logistical support for JROTC collective events.

(g) Manage the JROTC automation life-cycle support plan for JROTC units and brigade staffs.

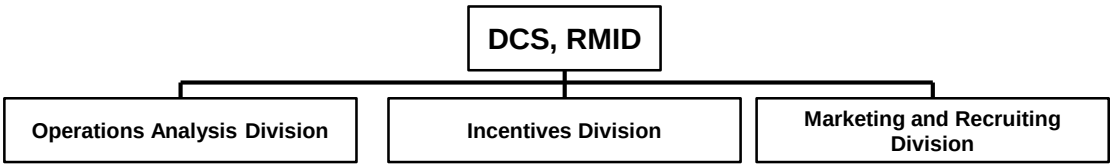
(h) Develops and maintains the JROTC web portal site content.

Chapter 14 Recruiting, Marketing and Incentives Directorate (RMID)

14-1 General

a. Roles and Responsibilities. Responsible for the analysis, planning, synchronization, integration and directive guidance for the Command's commission mission for all Army components. Develop, plan, coordinate, administer and assess the Command's talent acquisition efforts including marketing, outreach, recruiting, retention and incentives strategy, policies & programs. Initiates and integrates research and analysis to describe the USACC operational environment.

b. Organizational Structure.



c. Proponent for:

(1) CCR 145-1, ROTC Incentives Policy (Nov 2012).

(2) CCR 145-04, ROTC Marketing Advertising and Publicity to Support Enrollment (Oct 2015).

(3) CCR 145-6, Green to Gold Program (Sep 2011).

(4) CC Pam 145-1, ROTC Incentive Procedures (Nov 2012).

(5) Cadet Command SOP/Process, Memorandum of Instruction for Establishing/Closing an Army Senior Reserve Officers' Training Corps (SROTC) Program (MOI).

(6) Cadet Command SOP/Process, Establishing/Closing Non-Host schools (MOI).

(7) Cadet Command SOP/Process, Agreement between U.S. Army (HOST SCHOOL) and (Partnership) (MOA).

(8) PaYS Program MOU with AMRG/USAREC/USACC.

(9) ORAP & SRAP SOP/MOI with USAREC/USACC.

d. External coordination:

(1) DAG1/DMPM. Annual Mission Letter, Mission guidance and coordination.

(2) DAG1/MM PEG; TRADOC G8. Scholarship & Incentives programs, budget/POM build.

(3) DAG1/OEMA. Operations, market and economic analysis collaboration.

(4) ASA (M&RA). SROTC program implementation and execution policies and procedures (establishing/disestablishing programs, viability standards, incentives policy).

(5) ASA (M&RA)/AMRG; OCAR, NGB, USAREC. Army Marketing Plan/Strategy.

(6) ASA (M&RA)/AMRG. Research and analysis initiatives/actions associated with USACC SROTC & JROTC programs, markets, demographics and diversity.

(7) OUSD(P&R). Accessions Policy.

e. USACC internal processes and support to DA and TRADOC processes OPR.

(1) Operations/Mission Analysis Processes. [DAG1/DMPM; ASA(M&RA)]

(a) Annual Program Review (APR) Process.

(b) Program Execution Guidance Process.

(c) Scholarship Allocation Model (SAM) Process (supports Incentives Division scholarship requirements justification and USACC budget/POM build).

(2) Incentives Processes. [DAG1/MM PEG; TRADOC G8]

(a) Scholarship Application Process.

(b) Scholarship Board (multiple) and Award/Notification Process.

(c) Scholarship Waiver (multiple) Process.

(d) CLIP-B Process.

(3) Marketing and Recruiting Processes. [ASA(M&RA)/AMRG; USAREC]

(a) USACC Marketing Plan/Strategy.

(b) Recruiting Leads Process.

(c) Recruiting and Enrollment Action Plan (REAP) Guidance Process.

(4) Market Research and Analysis Process. [ASA(M&RA)/AMRG]

(a) Survey Process (OCMPS, Cadet, Cadre, Special).

(b) Accessions targeting Board Process (data support). [AMRG]

(c) Strategic Analysis Process (diversity/markets - demographic, academic, ethnic). [AMRG]

(d) Operational Environment Analysis Process.

(e) Research Study Plan Process.

14-2 Operations Analysis Division

a. Roles and Responsibilities. Develop and manage the Command's contract and commission mission by Army component. Plan and coordinate the annual program review (APR) to validate commission mission allocation and resourcing. Provide program analysis that supports resource requirements in the POM, analytics to support the scholarship program management, and command decisions for establishment or disestablishment of Senior ROTC programs.

b. Major Functions and Tasks.

(1) Conduct Commission and Contract Mission Operations Analysis.

(a) Collect, assess and analyze Program/Brigade Contract and Commission Mission Reports.

(b) Develop, validate and publish Brigade/Program Missioning Guidance.

(c) Conduct Contract and Commission Mission Operations Analysis to support staff planning and decision making by USACC leadership.

(2) Conduct Incentives Operations Analysis.

(a) Collect, Consolidate, evaluate, maintain Command, Brigade and Program Incentives data and provides reports as required.

(b) Conduct Incentives Operations Analysis to support staff planning and decision making by USACC leadership.

(3) Conduct Program Analysis and Evaluation.

(a) Provide Program Analysis Reports.

(b) Conduct Program Analysis to support staff planning or RFIs.

(c) Conduct Program Evaluation to support staff planning or RFIs.

(d) Administer RMID CCIMM Database Management.

(e) Maintain the School Directory in CCIMM.

(4) Conduct Operations Analysis Support.

(a) Receive and answer requests for information from the staff, outside agencies and subordinate staff; research and draft responses.

(b) Support (conduct) SOCC instruction for the USLC, HRA and ROO courses.

(c) Conduct Math Modeling to support staff planning, analysis and decision making by the command's leadership.

(d) Provide Program Enrolled, Contracted and Commission Mission Forecasting to support staff planning and decision making.

(5) Conduct and Manage the Research and Diversity Focus Area for the Command.

(a) Research and Diversity Focus Area responsibilities. Plan, coordinate, execute and integrate market research, analysis, surveys, evaluations and recommendations to support planning, initiatives and requests for information and analysis from subordinates, TRADOC/DA or outside agencies. Determine through demographic and psychographic analyses the market messages, constraints, motivators and inhibitors to academic, geographic and ethnic diversity.

(b) Research and Diversity Focus Area Functions and Tasks.

- Develop and manage USACC Command Studies Plan.

- Internal plan to engage Cadets, Cadre and students on campuses.

- External plan that coordinates research with major external research providers including DOD JAMRS, RAND, HumRO, et al.

- External research from students at DoD continuing studies (Army War College, TRAC, et al.) as well as graduate students and faculty who are pursuing degree programs outside DoD and are selecting topics that could benefit the command.

(c) Analyze demographic trends in diversity, project future trends, and develop scenarios to inform decision making.

(d) Determine sources of influence and direction with respect to Army JROTC and SROTC participation by diverse group membership.

(e) Conduct econometric analyses and model outcomes of current and proposed policies, to include resources allocations, predicted outcomes and mission impact.

(f) Represent USACC to DOD and external organizations that promote diversity. Integrate their assistance into the overall diversity effort within the commissioning cycle.

(g) Develop, field and analyze the external market to support recruiting. Includes On-Campus Market Potential Survey (OCMPS).

(h) Conduct research and analysis to support retention, branching and recruiting of Cadets. Include psychographic research of prospects, influencers and Cadets.

(i) Conduct research and analysis using surveys to support management of Cadre and staff.

(j) Staff proponent for Human Research Protection Program. This includes all research effort internally and those efforts that are from external sources that access information on Cadets, Cadre or personnel.

- Operates as Human Protection Office, with responsibilities of determining whether proposals fall into exempted or Institutional Review Board (IRB) areas.

- Provides input to Institutional Review at HQDA, for any and all of the colleges or universities IRBs as needed to conduct local level research.

- Determines whether external research should be approved at HQDA IRB.

- Assists those conducting research to amend their proposals IAW 45 CFR Part 46 of Federal Regulations.

(k) Represent USACC and provide guidance at joint research efforts with DA, DOD, other Governmental and Non-Governmental agencies.

- Represent the command for elements of Human Dimension, engage in officer topics and provide scientific review.

- Analyze the use of measurements and tests to determine probable utility, as well as potential drawbacks.

- Assist DOLDE, et al in curriculum perspectives based on research.

(l) Conduct research in support of training and Cadet Summer Training to include surveys and analyses.

(m) Support JROTC and brigades in surveys and analyses.14-3 Incentives Division

a. Roles and Responsibilities. Manage the Command's incentives programs which include scholarship application processing; planning, coordinating and executing scholarship boards; and the oversight of systems analysis and IT support for the scholarship program.

b. Functions and Tasks.

(1) Manage Scholarship Budgets.

(a) Manage the budget for each cohort of scholarship Cadets (MSL I – MSL VI, C) by type (line, GRFD, Nurse).

(b) Maintain and assess scholarship reports; supports budget planning and allocations to brigades.

(c) Maintain and administer scholarship budget policies and procedures.

(2) Manage the Incentives Personnel Actions.

(a) Receive, review, process and staff waivers for decision.

(b) Process and manage change to academic major requests and university/college transfer requests.

(c) Administer NAPS corrections, exception to policy requests and retroactive benefit requests/actions.

(3) Manage Scholarship Applicant Files.

(a) Conduct scholarship application updates; process scholarship offers, change requests and conduct scholarship winner notification.

(b) Conduct Online Application Interface with Applicants/Customer.

(c) Provide DODMERB Interface for USACC scholarship applicants.

(4) Provide Customer Service.

(a) Respond to Applicant/Customer Phone and email Inquiries.

(b) Manage and update the RFI Database.

(5) Conduct Scholarship Boards.

(a) Conduct Pre-Board preparation and coordination prior to execution.

(b) Conduct the Scholarship Board (multiple/year).

(c) Conduct Post Board adjudication and processing.

(6) Maintain Incentives Policies and Provide Training Support to SOCC Courses.

(a) Support SROTC/JROTC instructor course information briefs on SROTC incentives and scholarship programs.

(b) Conduct Brigade ROO Workshops.

(c) Support the Command Inspection Program/Staff Assistance Visit Program for Scholarship policies and programs.

(d) Review, update and publish as applicable the CCR 145-1, CC PAM 145-1 and CCR 145-6.

(e) Administer the CLIP-B program.

14-4 Marketing and Recruiting Division

a. Roles and Responsibilities. Conduct analysis, development and oversight of the Command's marketing, outreach, recruiting and retention strategy, policies and programs to including functional ROO training, mobile recruiting training team support and management and oversight of the systems and processes that support effective marketing, outreach and recruiting operations.

b. Functions and Tasks.

(1) Staff Proponent for SROTC Marketing and Recruiting Programs.

(a) Develop, implement and assess the USACC Marketing and Recruiting Plan.

(b) Provide guidance to brigade marketing, engagement and recruiting program managers.

(c) Develop marketing and recruiting resources recommendations (support POM/PPB&E processes) based on CG priorities and marketing/recruiting outcomes and requirements.

(d) Liaison with AMRG; attend AMRG, TRADOC planning and synchronization meetings, VTCs and forums; as directed attend activities at select special events/conference.

(e) Participate and provide guidance to the USACC input to the Accessions Board Process.

(2) Conduct Market Analysis and Planning.

(a) Develop, validate and publish USACC marketing and recruiting requirements, outcomes and metrics.

(b) Oversee execution and refinement of the USACC Marketing and Recruiting Plan objectives; respond to brigade, staff, AMRG and TRADOC RFIs.

(c) Collect, assess and analyze USACC specific market areas and populations using USACC, AMRG, DOD, Governmental and commercial databases.

(3) Conduct Engagement (outreach) and Recruiting Assistance Operations.

(a) Manage the USACC Center of Influence (COI) resources.

(b) Inform and influence prospects and community leaders and educators on ROTC and Army officership benefits; support planning, coordination, establishment and execution of Cadet Summer Training COI Conference.

(c) Provide (branding) graphics, website and branding support to USACC events and programs.

(d) Provide (branding) graphics, website and branding support to USACC events and programs; maintain USACC recruiting and marketing products/material; manage distribution and replenishment.

(e) Conduct oversight of, and participate in, key command-level marketing/recruiting events.

(4) Direct Recruiting Policies, Training and Oversight.

(a) Develop and Implement Recruiting and Retention Policies through the Annual Recruiting and Retention Guidance within the marketing and Recruiting Plan.

(b) Manage the recruiting and retention program and policies: Applications; Employer Partnerships (PaYS/EPAF); Partnerships.

(c) Manage the recruiting and retention program and policies: SRAP and ORAP (Special Recruiter Assistance Program & Officer Returning Alumni Program); Green to Gold Program.

(d) Functional proponent for the Recruiting Operations Officer (ROO) SOCC course and the ROO development and sustainment programs; brigade ROO workshops; and the recruiting tasks in the brigade SAV program.

(e) Provide ROO instruction at USLC.

(f) Conduct/Assess Recruiting Operations: Leads Management; Leads and ROI Analysis.

(5) Manage the USACC Marketing Events Program.

(a) Lead for major USACC Events planning, preparation, coordination; orders/taskings and tracking.

(b) Manage the Accessions Targeting Board Process as the USACC lead integrator.

(c) Program manager for USACC participation in AMRG directed events focused on the African-American, Hispanic, General and Education events.

Chapter 15 Brigade Headquarters

15-1 General

a. The USACC is organized with eight subordinate brigades; 273 Senior ROTC Programs, 2 provisional SROTC programs and more than 1900 Junior ROTC programs.

b. The USACC Brigades and assigned Senior ROTC and Junior ROTC programs are present in all 50 states, the District of Columbia, 5 territories (Guam, American Samoa, North Marianas (JROTC only), Puerto Rico and the United States Virgin Islands) and JROTC programs present on US Military Installations in Germany, Italy, The Republic of Korea and Japan.

c. The 1st Brigade is organized and resourced as the Command's Senior Military College /Military Junior College Brigade, and exercises mission command over the six SMCs and five MJCs.

d. The 2nd through 8th Brigade are geographically aligned with state boundaries, with the exception of the Upper Peninsula of Michigan which is aligned under the 3rd Brigade, and exercise mission command over their assigned SROTC programs, and oversee and supervise the JROTC units within their brigade's boundaries.

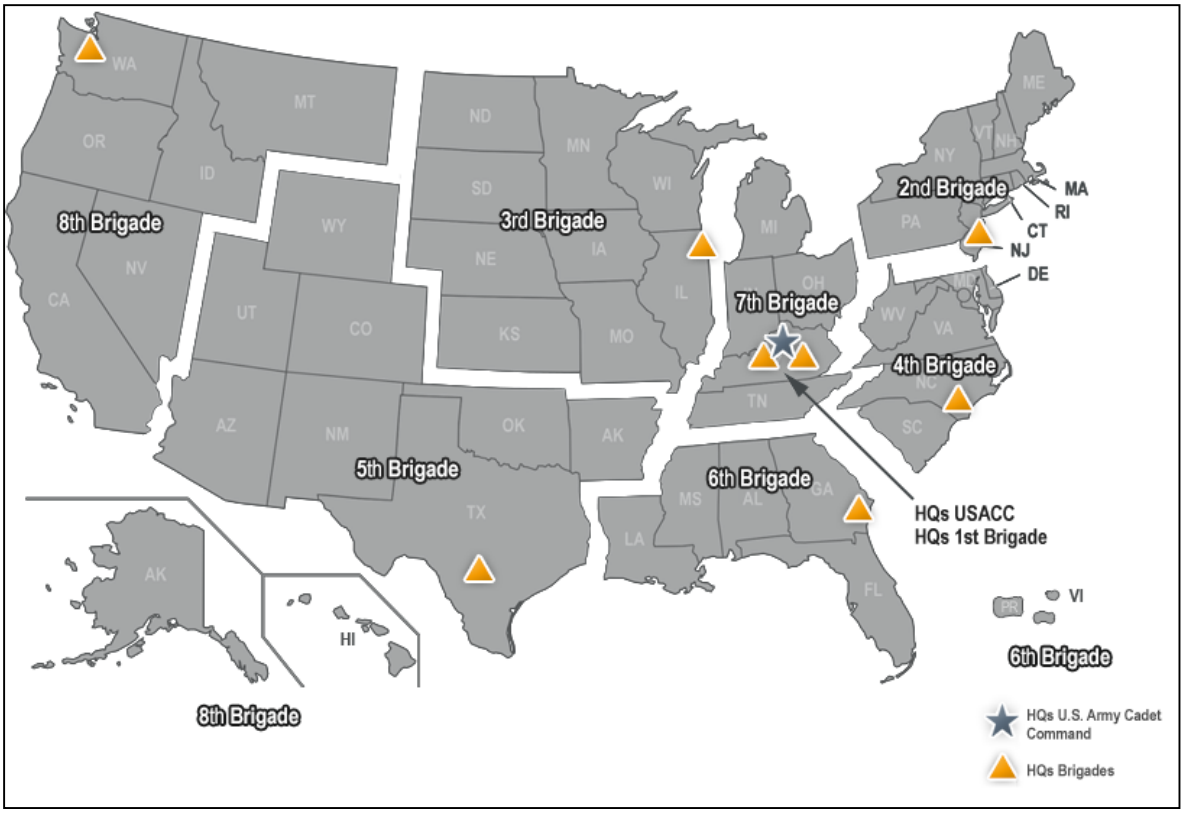


Figure 15-1: USACC Brigades

e. The brigade headquarters has a standard staff organization with a modification for the 1st brigade (no Nurse Counselor, no JROTC staff, and resourced with a GS11 in the S6) and 8th brigade (resourced with a GS11 in the S6).

f. This chapter is intended to describe the brigade headquarters staff's major roles, responsibilities and processes; and not limit the BC in how they task organize their staff, assign priorities, responsibilities and authorities within the brigade headquarters to meet their mission.

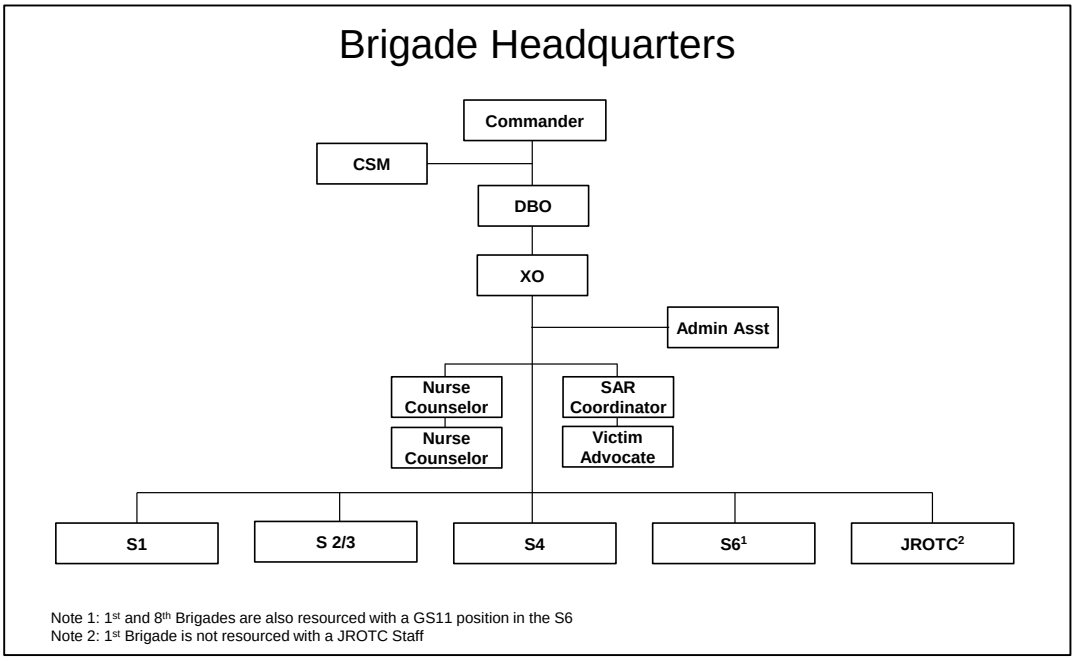


Figure 15-2: Standard Brigade Headquarters Structure

g. Brigade Headquarters Core Functions:

(1) Manage the execution and outcomes of the on/off campus SROTC Cadet Leader Development Strategy for their programs.

(2) Allocate and manage the contract and commission mission (line and nurse) for their programs.

(3) Direct and manage marketing, recruiting, retention and incentive resources and outcomes.

(4) Oversee the Brigade's JROTC Program.

(5) Manage the Brigade's enabling and sustaining activities and processes.

15-2 USACC Brigade Command Group

a. The Brigade Commander's authority is derived from AR 600-20, Army Command Policy.

b. The brigade command group consists of the Brigade Commander (BC) and three principal advisors to the BC: the Director of Brigade Operations (DBO), the Brigade Executive Officer (XO), and the Brigade Command Sergeant Major (CSM).

c. The Brigade Command Group is supported by an Administrative Assistant, and has two special staff elements: the Nurse Counselors and the SHARP Team. The SHARP Team consists of a Sexual Assault Response (SAR) Coordinator as the Team Chief and a Victim Advocate.

d. The BC and principal advisors are directly supported by the brigade headquarters functional staff sections.

e. The BC exercises command authority through the chain of command directly to SROTC Professor of Military Science (PMS). The XO, and the CSM are not in the chain of command but each is delegated the authority to supervise execution of decisions, guidance, and policies and to clarify and interpret decisions, policies, and guidance for subordinates as required.

15-3 Director of Brigade Operations (DBO)

a. The brigade DBO provides continuity of leadership and experience to the brigade staff and commander as the senior civilian in the brigade, and is the primary advisor to the BC for synchronizing the brigade's operational plans and integrating the brigade's major processes to meet the commander's intent.

b. The BC determines the DBO's focus areas and priorities. In general the DBO's responsibilities include, but are not limited to the following:

(1) Rate the brigade XO and the program's PMS.

(2) Serve as a mentor and coach to PMS' and the brigade headquarters / SROTC program cadre.

(3) Provide oversight, direction and input to the brigade's marketing, recruiting and incentive processes to support the USACC's Annual Program Review and adjudicate and apportion the brigade's contract and commission mission to SROTC programs; coordinate and engage the USACC RMID staff as required.

(4) Provide oversight, direction and input to the brigade's Cadet administrative processes and actions for waiver and disenrollment IAW Army Regulations and USACC policies; coordinate and engage the USACC G1 and RMID staff as required.

(5) In conjunction with the brigade XO, provide oversight and lead the Brigade's Organizational Inspection Program (OIP) and Staff Assistance Visits (SAV) planning and execution to review and inspect subordinate operations for SROTC and JROTC; coordinate and engage with the USACC G3/QAO, IG and functional staff as required.

(6) Provide oversight, direction and input to the brigade's personnel, logistics, administration, and maintenance actions that support internal brigade apportionment of USACC resourcing processes:

(a) [G5 OPR] Annual Program Objective TDA and Command Plan development for changes to the SROTC program TDA and the brigade HQs TDA.

(b) [G1 OPR] Officer requisition cycle requests for fill.

(c) [G1 OPR] Civilian hiring process.

(d) [G1 OPR] Commission, Accession and Branching processes.

(e) [G3/CST OPR] Cadre support to Cadet Summer Training (CST).

(f) [G3/CST OPR] Resourcing/assignment of Cadets to CST activities (CIET, CLC, CPDT, International Programs Teams and deployments, Internships).

(g) [G1 OPR] Contract Instructor requirements and allocation process.

(h) [G4 OPR] Contract Review Board process.

(i) [G8 OPR] Annual budget, POM build, FLIPL and UFR processes.

(7) As directed by the BC, represent the BC at USACC or external meetings, conferences, ceremonies and events.

(8) As directed by the BC, Conduct University visits to inform key leaders on their SROTC program's assessment and engage in broadening opportunities for the SROTC program and Cadets to strengthen the program's connection to the university/college. Additional, assess the program's Cadet and Cadre development IAW the commander's guidance, priorities and any areas of emphasis and interest.

(9) As directed by the BC, support or coordinate the brigade's support to re-occurring USACC USLC seminar and functional SOCC courses (HRA, ROO, Supply Tech) taskings, USACC led initiatives coordination meetings/IPRs, USACC sponsored conferences and workshops, and internal brigade conferences and workshops.

15-4 Brigade Executive Officer (XO)

a. The XO is the BC's principal assistant for managing the brigade staff's daily operations, sustainment and administrative activities; keeps the BC and DBO informed on events or incidents that impact the brigade; and coordinates with the DBO to meet

higher headquarters suspense and requirements. All operations, sustainment and administrative actions for decision will flow through the XO to the DBO and BC.

b. The BC determines the XO's focus areas and priorities, in general the XO's responsibilities include, but are not limited to the following:

(1) Manages the brigade's re-occurring internal command and staff meetings, IPRs and events; ensures representation and participation in USACC and external re-occurring commander and/or staff meetings.

(2) Collects and reviews all re-occurring SITREPs or reports to USACC; and reviews all brigade staff correspondence to USACC Command Group and Primary Staff prior to submission.

(3) As directed by the BC, represent the BC at USACC or external meetings, conferences, ceremonies and events.

(4) Oversees the brigade headquarters budget, monitors DTS funds and usage, brigade staff and SROTC program's budget execution and prepares the brigade's UFR.

(5) As directed by the BC, and coordinated with the DBO, synchronizes the staff activities for planning, execution and assessment of re-occurring brigade processes across the staff:

(a) Cadet Actions (waivers, disenrollment, separation boards, accessions packets, etc).

(b) Military Personnel Actions (evaluations, awards, leave, assignment/fill process, ADOS, retirement, 15-6 appointment, etc.).

(c) Civilian Personnel Actions (evaluations, awards, leave, hiring, termination, etc).

(d) Allocation and execution of Marketing and Recruiting resources and taskings.

(e) Allocation of commission and contract missions to SROTC programs.

(f) Oversight and support to JROTC programs.

(g) Allocation and management of brigade staff and SROTC program's annual budget execution.

(h) ICW the brigade S2/3, provide oversight and support to off-campus and collective training activities.

(i) ICW the brigade S2/3 oversee taskings and support relationships for subordinate units.

(j) ICW the DBO, provides oversight and executes the brigade OIP and SAV program.

15-5 Brigade Command Sergeant Major (CSM)

a. The brigade CSM is the BC's principal assistant and advisor on all Soldier matters.

b. The BC determines the CSM's focus areas and priorities, in general the CSM's responsibilities include, but are not limited to the following:

(1) Advisor to the BC, DBO and XO on soldier welfare and morale in terms of training, reenlistment, utilization, promotion, privileges, and discipline.

(2) Provide advice and counsel to the BC and DBO on training and leader development of Cadets in both JROTC and SROTC.

(3) Advise the BC on the evaluation, promotion and assignment of all enlisted positions/fills.

(4) Supervise the professional development of the brigade's NCOs.

(5) As a tenant organization, interact as required with the installation CSM and staff to support installation details, events or actions.

(6) Supervise the brigade NCO and Soldier of the Quarter/Year, Audie Murphy award programs.

(7) Assist the DBO and XO in planning and executing the OIP and SAV program; as directed, conduct visits to universities, colleges and JROTC high schools in support of the BC's intent and guidance.

15-6 The Brigade Nurse Counselor(s) Team

a. The Nurse Counselors are the BC's primary advisors on the Nurse program within the brigade. The Nurse Counselors are a brigade headquarters special staff providing oversight and expertise on all SROTC Nurse Program related marketing, recruiting, retention, incentives, academic requirements, certifications, internships and training actions.

b. The Nurse Counselor Team is responsible for the following:

(1) With the brigade S2/3, program PMS' and ROOs, provide direct interface and engagement with Deans of Schools of Nursing, admission offices, and high school counselors to promote Army SROTC Nurse education and professional opportunities and benefits.

(2) With the brigade S2/3, manage the Nurse program marketing, recruiting, retention and incentive resources and contracting and commission strategy outlined in the brigade REAP.

(3) Support the brigade S2/3 planning and coordination for apportionment of the Nurse mission to SROTC programs and in support of the Annual Program Review process with USACC headquarters staff.

(4) Review and approve Nurse Applicant's credentials for Scholarships; provides recommendations on Nurse Scholarship allocations.

(5) Coordinate with USACC headquarters staff, external agencies and Nurse Cadets for the Nurse Summer Training Plan.

(6) Manage the reporting and track the NCLEX testing and license verification for newly commissioned 2LT nurses.

(7) As required: support the brigade OIP and SAV program; support Cadet Summer Training planning, preparation and execution; conduct campus visits, and focus on mentorship sessions with Nurse Cadets; and support marketing and recruiting events to strengthen relationships with Nursing Schools and promote Army SROTC opportunities.

(8) Additional duties and responsibilities as directed by the BC, DBO or XO.

15-7 The Brigade Sexual Harassment / Assault Response and Prevention (SHARP) Team

a. The Brigade SHARP Team is the BC's primary advisors on the SHARP program within the brigade. The SHARP Team is a brigade headquarters special staff providing oversight and expertise for support to victims, assessments, training and reporting requirements. The SHARP Team consists of the Sexual Assault Response (SAR) Coordinator who is the Team lead, and the Victim Advocate (VA).

b. The SHARP Team is responsible for the following:

(1) Manage the brigade's Prevention and Response Training to support the Brigade's SHARP program.

(a) Provide workshops or seminars to unit personnel on prevention, reporting and accountability.

(b) Track and report training IAW Army, TRADOC and USACC reporting requirements.

(c) Disseminate and maintain brigade / unit website information for SARC / VA contact information, available services to victims and options to report.

(2) Manage the brigade's support to victim's response.

(a) Assign a VA to assist victims.

(b) Ensure victims understand their rights.

(c) Ensure victims understand the Army's administrative, medical, investigative and legal processes and procedures for sexual harassment and sexual assault reporting.

(d) Ensure victims understand the resources and service providers available to provide emotional support.

(3) Assess the brigade's climate and effectiveness of the SHARP program.

(a) Review survey data and trends in reporting incidents and confidence in the chain of command.

(b) Compile internal reports, data and evaluate trends.

(c) Participate in Sexual Assault Review Boards and committees as directed.

15-8 The Administrative Assistant

a. The Administrative Assistant works directly for the BC, DBO and XO. The administrative assistant coordinates office activities, administrative responsibilities, calendar management, correspondence and phone calls for the BC, DBO and XO. The administrative assistant's work is managed and directed by the brigade command group; generally their responsibilities include the following:

(1) Maintain the brigade command group's calendars, activities and information needs.

(2) Monitor and track all incoming and outgoing official and personal correspondence and phone calls for the BC, DBO and XO.

(3) Provide customer service and staff the office during business hours; perform tasks in support of the brigade command group to include, but not limited to travel coordination; DTS support; officer, NCO and civilian evaluation review and tracking; document management and administrative services.

(4) Maintain rosters, review and process administrative actions such as evaluations, awards, read-ahead and reports for the BC, DBO and XO.

(5) ICW the S6, ensure the command group automation and electronic systems software and hardware are operational and do not impede the BC, DBO and XO's ability to communicate and direct brigade activities and organizations.

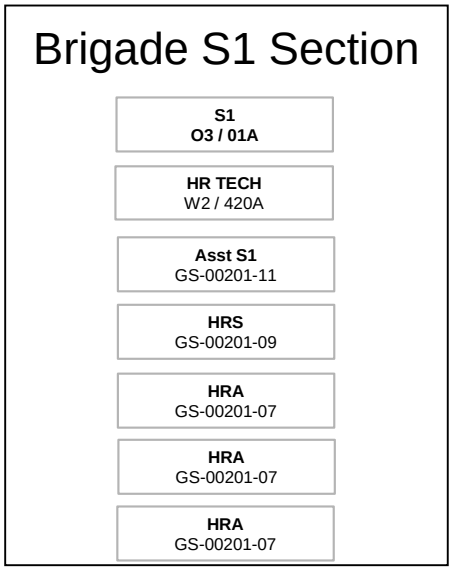
15-9 The Brigade S1

a. The brigade S1 staff section manages and provides a range of personnel services to assigned military, civilians and Cadets.

b. The S1 section is organized with seven positions; the S1 primary is a Captain/03.

c. The Brigade S1 Section is responsible for the following:

(1) **Military Personnel Management.**



(a) Manage the brigade's officer strength; submit an officer OML during the requisition cycles IAW instructions published by the USACC G1.

(b) Manage the brigade's NCO/enlisted strength.

(c) Oversee the automated evaluation entry system (ESS) for Officer Evaluation Reports and the future transition to an ESS process for NCO Evaluation Report process; track status and issues; maintain officer and NCO rating schemes.

(d) Manage the military portion of the brigade's Headquarters Support System (HSS) for assigned military (include Gold Bar Recruiters, borrowed or temporarily assigned Active, USAR and ARNG military manpower).

(e) Review, verify and submit monthly eMILPO reports:

- AAA-162 Report (Accountability Report).
- AAA-199 Report (Good Conduct Medal Roster).
- AAA-165 Report (Unit Personnel Accountability Notices).
- AAA-095 Report (FLAGs).

(f) Process military personnel actions to the USACC G1 for action (awards, retirement, PTDY, extensions, etc.).

(g) Reviews verify and submit financial/pay reports to the USACC G8 or USACC G1 as required.

(h) Manage the military leave and control number log for the brigade.

(2) **Civilian Personnel Management.**

(a) Manage the brigade's civilian evaluation process.

(b) Manage the brigade's civilian awards process.

(c) Manage the brigade's civilian hiring process.

(d) In/Out process civilian employees IAW USACC and brigade SOPs and requirements.

(e) Manage the civilian portion of the brigade's HSS for assigned civilians (and contractors as required).

(f) Process civilian employee actions / requests.

(3) **Manage Cadet Actions.**

(a) Manage, process and review the brigade's Cadet Enrollment and contracting, to include initiation of a security clearance SF76, processes IAW applicable Army Regulation and USACC regulation, pamphlet, circular and policy.

(b) Manage, process and review the brigade's Cadet Disenrollment process to include boards or waiver of rights, IAW applicable Army Regulation and USACC regulation, pamphlet, circular and policy.

(c) Manage, process and review the brigade's Cadet Wavier processes (civil convictions, medical, dependent, RE code, age, training, etc.) IAW applicable Army Regulation and USACC regulation, pamphlet, circular and policy.

(d) Manage and oversee SROTC program's Cadet Record Review and personnel preparation (Medical/Physical, Orders, Record Review, CAC Card, TRICARE, etc.) for CIET and CLC attendance.

(e) Compile, review and submit commissioning, accessions and branching packets for Cadets IAW applicable Army Regulation and USACC regulation, pamphlet, circular and policy; process DA4187 for change to branch, component through the USACC G1.

(f) Process Scholarship Terminations, and debt establishment through USACC G8 to DFAS.

(g) Assist SROTC Programs in obtaining Common Access Cards (CAC) for Cadets in the Advance Course by ensuring proper information is collected and submitted to update the Defense Enrollment Eligibility Reporting System (DEERS).

(h) Manage the brigade's document submissions to USACC G1, and provide technical support to PMS' and HRAs, on the Automated Cadet Actions (ACA) and Documentum.

(4) **Administrative and Operational Support.**

(a) ICW the S2/3, manage the Serious Incident Report (SIR) process for the brigade.

(b) Plan and participate in brigade OIP and SAV to subordinate SROTC programs.

(c) Support brigade and USACC re-occurring meetings, VTCs, taskings and reporting requirements.

(d) Manage the brigade's Cadet Actions/Personnel portion of the CCIMM modules for accuracy and data requirements.

(e) As required, manage the brigade's contracted instructor work force requirements and requests for changes with the USACC G4 and G1; maintain an internal brigade tracking system.

(f) Maintain the brigade timekeeper responsibilities; process timecard changes; review and verify premium pay submissions; and support civilian employee troubleshooting with ATAAPS.

(g) Manage the brigade sponsorship program.

(h) Manage the brigade's Soldier and Family special programs (BAH, leased government housing, family care plans, Family Wellness program, FRG, Family Advocacy program, TRICARE, ASAP, etc.).

(i) Receive, track, staff with the command group and submit responses to congressional inquiries.

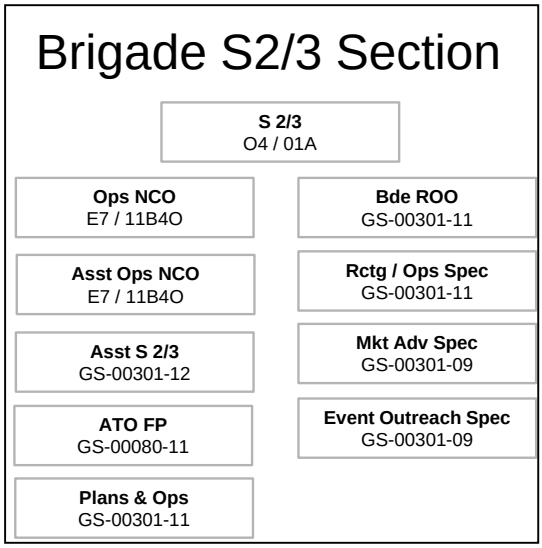
(j) Manage and track changes to the brigade headquarters and SROTC program TDA changes; as required, submit requests to change a TDA to the USACC G5; distribute updated and latest approved TDAs within the brigade.

(k) Publish appointment orders for brigade 15-6 officers.

15-10 The Brigade S2/3

a. The brigade S2/3 staff section synchronizes and integrates the marketing, recruiting and commission mission operations with the on / off campus Cadet Leader Development curricula and training events to achieve the brigade's contract and commission mission.

b. The S2/3 section is organized with ten positions, task organized into a training and operations branch and a marketing and recruiting branch; the S2/3 primary is a Major/04, and the assistant S2/3 is a GS12.



c. The Brigade S2/3 is responsible for:

(1) **Operations Management.**

(a) Brigade staff proponent for the OIP and SAV program; plans, coordinates and executes the commander's SROTC and JROTC inspection program and assistance visit program.

(b) Manages and oversee the brigade staff's battle rhythm events – command and staff, training meetings, IPRs and information and coordination meetings; tracks brigade command group or staff preparation and participation in USACC HQs and other external meetings and events.

(c) Receives taskings and orders from USACC; conducts analysis and tasks staff and subordinate units through brigade taskings or orders ICW the BC, DBO or XO instructions. Manages a tracking system to assign responsibility and close out tasks once completed.

(d) Manages the coordination, preparation and execution of brigade level conferences and workshops IAW the BC's guidance and intent.

(e) ICW the S1, manage the Serious Incident Report (SIR) process.

(f) Collects staff and unit input to re-occurring Brigade SITREPs and reports to USACC HQs.

(g) Oversees the brigade's CCIMM Cadet training modules for accuracy and compliance.

(2) **Training Management - Cadre.**

(a) Publish the brigade's annual training guidance.

(b) Maintain the brigade's short-term and long-term training calendar.

(c) Manage the brigade's DTMS; ensure AR 350-1 and USACC annual, semi-annual, quarterly and monthly training and compliance requirements are documented.

(d) Manage the brigade's ammunition accounts in TAMIS, and maintain the status of on-campus training aids and devices. Track usage and submit usage (turn-in for credit) reports to the G3 Ammunition NCO.

(e) As required, assist in the coordination of off-campus training involving more than one subordinate unit, plans transportation, land, ranges and ammunition support; coordinates with external agencies to conduct the training, as required.

(f) Manage the brigade's ATRRS account for assigned cadre; schedules cadre in USACC SOCC, JSOCC or Army courses, ensures students meet course pre-requisites.

(g) Oversees the brigade's Safety and Risk Management program, enforces use of risk assessment and mitigation strategies for on / off campus training with the appropriate level of review and approval for risk management worksheets.

(3) **Oversee Cadet Leader Development.**

(a) Assist programs in implementing the on campus curriculum and training outlined in the Cadet Leader Development Strategy; manages the brigade's blackboard site.

(b) Provides oversight and assessment of on-campus instruction to ensure programs are meeting the development outcomes and the BC's intent.

(c) Tasks programs to participate in the USACC Curriculum Review Board process; provide feedback to the curriculum division on MSL I-IV curriculum relevancy and effectiveness.

(d) Coordinate with USACC G3 for CST seats/allocations; maintain and manage the brigade's CST order of merit and attendance lists.

(e) Provide estimates of the brigade cadre support to CST execution to USACC G3 to support refinement of the Request for Forces and CST Summer Manning Document development and submission to higher headquarters.

(f) Support Cadet ATRRS actions for CPDT and other CST training, as required.

(g) Manage and oversee the brigade's CCIMM inputs to support CST participation.

(h) Plan, coordinate, publish orders and provide training oversee of the brigade's Ranger Challenge program and participation in the Sandhurst competition.

(i) Manages and oversees the brigade's Cadet Standardized Testing program; as required appoint test control or test standards officers.

(4) **Force Protection and Anti-Terrorism Program Oversight.**

(a) Conducts force protection and OPSEC assessment of threats within the brigade's footprint that could impact SROTC or JROTC program's operations.

(b) Oversee the brigade's AT/FP, physical security and OPSEC programs; provide support to brigade planning, SOPs/policies and command guidance.

(c) Participate in brigade OIP and SAV.

(d) Maintain a coordination relationship with installation FP/AT and Security offices; provide reports and respond to requests for information to support planning.

(5) **Commission Mission Management.**

(a) Synchronizes the brigade's Recruiting Enrollment Action Plan (REAP) with marketing, scholarship, manpower and incentive resources to meet the brigade's contract and commission mission (line and nurse).

(b) Conduct Battalion Commissioning Forecast System (BCFS) each semester with program PMS' to ensure the brigade's ability to meet contract and commission mission.

(c) Conduct analysis to support the apportionment of the brigade contract and commission mission to specific programs, and meet the program assessment standards.

(d) Support the brigade's input to the USACC Annual Program Review (APR) process; coordination includes development of a supporting program Objective-TDA.

(e) Provide the S4 marketing, scholarship, incentive cost estimates to support the brigade's contract and commission mission for the annual budget development.

(f) Manage the brigade's scholarship and incentive processes and allocation.

(g) Support brigade internal ROO and marketing workshops, OIPs and SAVs.

(h) Oversee the brigade's Green to Gold program.

(6) Maintain and manage the brigade's CCIMM Mission Set Management report (MSMR) modules; validate and correct administrative data, enrollment, and contract and commission data.

(7) **Marketing and Outreach Management.**

(a) Manage and provide oversight of the brigade's marketing, outreach and retention programs; utilize databases and systems supporting leads and recruitment.

(b) Plan and develop brigade marketing and advertisement strategies to support recruitment and retention outcomes.

(c) Plan and execute brigade internal ROO and marketing workshops to provide updates on USACC and brigade commander policies and guidance, recruiting systems training and marketing and outreach priorities.

(d) Maintain the brigade's list of key leaders, educators and influencers that support or have an impact on SROTC programs; structure communication and engagement strategies to re-enforce and develop these relationships.

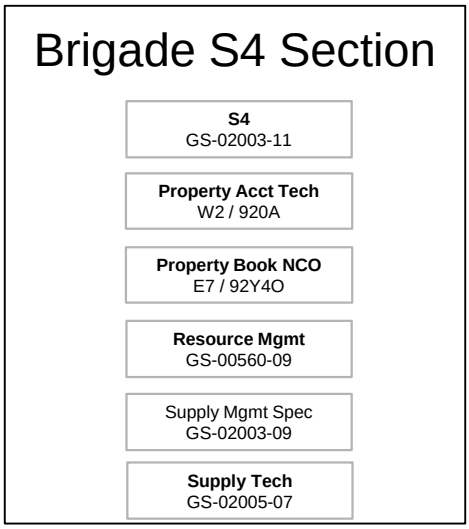
(e) Participate in the USACC RMID targeting board process; submit requests for marketing and recruiting asset support to SROTC and JROTC program's.

(f) As tasked, support USACC and/or Army participation in National/Regional Marketing Events and Activities; as required, task SROTC programs to support.

15-11 The Brigade S4

a. The brigade S4 staff section manages and executes oversight of the brigade's logistics, acquisition, budget, Defense Travel System (DTS), and Government Travel Card (GTC) processes.

b. The S4 section is organized with six positions; the S4 primary is a GS-11-2003 Supply Management Specialist.



c. The Brigade S4 Section is responsible for the following:

(1) **Manage the brigade's logistics processes.**

(a) Requisition, receive, issue, store, turn-in for expendable and non-expendable equipment and supplies.

(b) Oversee and manage the brigade headquarters and SROTC program's property book / hand receipts.

(c) Oversee the brigade's property management and inventory control measures to include lateral transfer, turn-in, life cycle replacement and PBUSE actions.

(d) Manage the brigade's Command Supply Discipline Program for the brigade IAW regulations, policies and instructions published by the USACC G4.

(e) Manage the brigade's FLIPL process.

(f) Manage the brigade's non-tactical GSA vehicle fleet program; to include, usage reports, distribution, turn-in, funding, damage report/repair, dispatching, equipment / vehicle modifications and maintenance.

(g) Coordinate and support SROTC and JROTC requests for transportation and logistics (supply and services) support.

(h) Manage the brigade's Installation Services and Support Agreements.

(i) Manage the brigade HQs facility(s) for usage, maintenance / work orders, key control, inventory and reporting IAW tenant unit requirements.

(2) **Manage the brigade's acquisition processes.**

(a) Maintain and manage the brigade's GPC program and processes; coordinate with supporting installation for cardholder account setup, billing official account setup; review, authenticate process requests; maintain audit documents and conduct monthly reconciliation.

(b) Coordinate, track and submit the brigade's annual management control report IAW instructions published by the USACC G8.

(c) Verify and process requests for contracts and SROTC university/college/program fees IAW regulations, policies and guidance from the USACC G4.

(d) Manage the General Funding Enterprise Business System (GFEBS) processes and procedures for commitment of funds.

(e) As required, perform COR or COTR duties.

(3) **Manage the brigade's budget process.**

(a) IAW USACC G8 instructions, conduct the brigade's annual budget analysis, provide brigade budget estimates, new budget costs and any increase in funding requests with justifications as required, to the annual USACC POM build process.

(b) Manage the brigade budget execution (OMA, Marketing, and MPA) and status of funds reviews, corrections and reconciliations; participate in quarterly PBAC meetings lead by the USACC G8.

(c) Submit un-funded requirements (UFR) requests with justification IAW instructions from USACC G8.

(d) Manage the General Funding Enterprise Business System (GFEBS) processes and procedures for commitment of funds.

(4) **Manage the brigade's DTS program.**

(a) Provide training on DTS, first line troubleshooting support to brigade staff and program level users within capability.

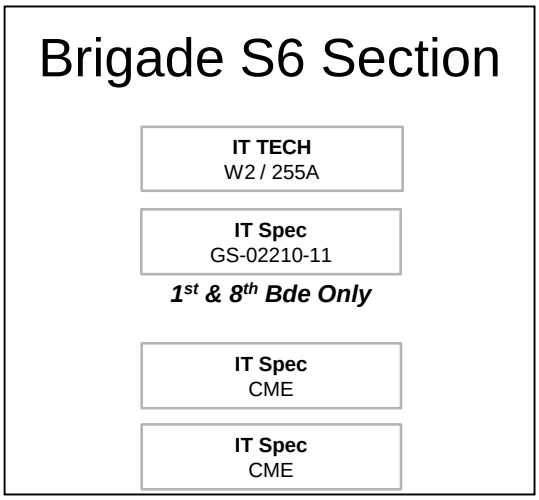
(b) Update the brigade's DTS database for new card/new accounts with appropriate permissions and hierarchy for assigned cadre and as required to support Cadet Travel.

(c) Conducts brigade audits of DTS accounts and actions; reviews and approves all authorizations and vouchers for cadets and cadre to insure compliance with applicable law, regulations, policies and guidelines.

15-12 The Brigade S6

a. The brigade S6 staff section is the BC's primary staff for the management oversight, advice, planning, and funding coordination of all IT and IM requirements for the brigade.

b. The S6 enforces Information Assurance (IA) policy, guidance, and training requirements per USACC CIO/G-6 Information Assurance Manager (IAM).



c. The S6 section is organized with a different number of positions and types based on the brigade. The 2nd through 7th brigade S6 Section is led by a W2 255A00, and two (2) IT contractors. The 1st and 8th brigade S6 Section also has a W2 255A00 S6 primary, a GS-11 2210, and one IT contractor.

d. The Brigade S6 Section is responsible for the following:

(1) **Manage the brigade's C4/IT architecture.**

(a) Assess the brigade's C4/IT requirements to meet the brigade's and subordinate program's operational / mission needs.

(b) Submit through G6 requests with justification for new or additional automation, computer and / or mobile communication hardware, software or IT capability.

(c) Maintain hardware and software usage data for the brigade.

(d) Provide G6 reports as required to support basis of issue, turn-in/disposal or reutilization of C4/IT hardware, automation equipment and software.

(e) ICW the G6 and subordinate units, manage the brigade's Website content for accuracy and compliance with DOD, DA and USACC regulations, policies and standards.

(2) **Manage the brigade's Information Assurance Program.**

(a) Ensure brigade users compliance with IA requirements; track IA policy, guidance and training requirements IAW AR 25-2.

(b) Ensure new users meet IA training and certification requirements; and users complete annual IA training and certification.

(c) Support the Brigade OIP and SAV program.

(3) **Provide customer service.**

(a) Provide C4/IT first-line troubleshooting and support services within capability.

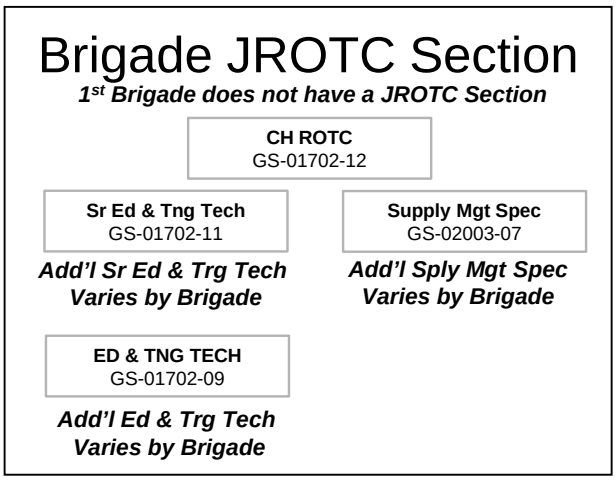
(b) Coordinate with service providers and/or G6 for support that is not organic to the brigade S6 section.

(c) Track support and / or service requests for task completion.

(d) Manage and support the brigade's voice, data, web-based applications, audio/visual support and requirements; is the brigade's primary VTC manager point of contact.

15-13 The Brigade JROTC

a. The brigade JROTC staff section is the BC's primary staff for the supervision and oversight of the assigned JROTC units in the brigade. The section coordinates JROTC administration, operations, training, and support IAW AR 145-2, CCR 145-2, CCR 145-8-3 and other applicable USACC regulations, pamphlets, and policies.



b. The JROTC section is organized with a different number of positions and types based on the brigade's number of assigned JROTC units. The Section is led by a GS-12, and can have one or more Senior Education and Training Technician, one or more Education and Training Technician, and one or more Supply Management Specialist (note: some brigades have no JROTC Supply Management Specialists requirements / authorizations documented on their TDA).

c. The Brigade JROTC Section responsibility is outlined in Chapter 1, CCR 145-2 (dated 1 February 2012).

Chapter 16 Senior Reserve Officer Training Corps (SROTC) Program

16-1 General

a. This chapter is intended to describe the Senior ROTC program's major roles, responsibilities and processes. This does not limit the brigade commander in how they task organize or assign priorities, responsibilities and authorities within the brigade to meet their mission.

b. An Army SROTC program is the aggregate of affiliated Army SROTC units (host, extension) and relationships (crosstown and consortia) supervised and managed under one PMS. The Army SROTC program is the base unit of measure for SROTC assessment and allocation of resources for Army SROTC units.

c. The term Army SROTC program is inclusive of the on-campus and off campus Military Science curriculum; the Cadet Battalion organization and enrolled and contracted Cadets; Army SROTC scholarship (2-year, 3-year, and 4-year) allocation; Cadet Incentives; and assigned USACC Cadre.

d. Army SROTC programs are assigned to a USACC brigade as a tenant organization on their associated university or college, and aligned in accordance with that institution's academic department governance rules for supervision and integration into the university or college's academic, faculty, facility usage and logistic governance processes.

e. There are two (2) Army SROTC program units:

(1) Host unit: An ROTC unit located at an institution that has an agreement with a Secretary of a Military Department to maintain an ROTC unit on its campus. Cadets at this institution attend ROTC classes and activities on their own campus. A host unit is manned full-time with staff assigned to that institution.

(2) Extension unit: An ROTC unit located at an institution that has an agreement with both a host ROTC unit and with the ROTC Headquarters of a Military Department to maintain on its campus an ROTC presence extended from the host unit. Cadets at this institution attend ROTC classes and activities on their own campus. An extension unit is manned either full- or part-time with staff assigned from the host unit.

f. There are two (2) Army SROTC program relationships:

(1) Cross-town (Institution): The designation given an institution that has an agreement with both a host ROTC unit and with the ROTC Headquarters of a Military Department that would allow its students to enroll in the ROTC program of the host unit. Cadets at this institution attend ROTC classes and activities on the campus of the host unit or extension unit; in some instances instruction can occur at the crosstown location. There is no ROTC staff assigned to this institution.

(2) Consortium/Task Force: an arrangement that involves multiple ROTC units sharing resources to maximize efficiency. These resources can include, but are not limited to, facilities, staff, organizational structure, processes, and administrative material. A consortium can consist of host units, extension units, cross-town institutions, or any combination thereof. The term consortium describes the arrangement between units and does not describe the units themselves.

g. The USACC SROTC programs are resourced to perform four (4) functions:

(1) Mission Command.

(2) Cadet Leader Development and Training.

(3) Cadet Recruiting and Retention.

(4) Cadet Sustainment (Cadet Human Resource Actions and Cadet Logistics).

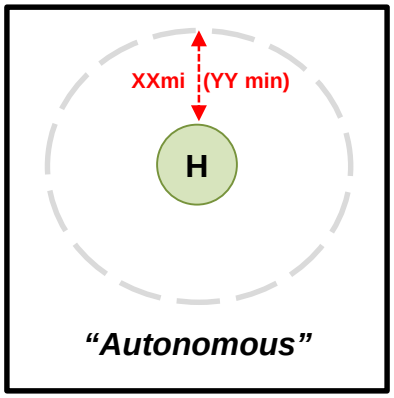
h. The USACC SROTC programs, due to their presence on campuses, are generally dispersed organizations isolated from daily interaction with other military facilities and units.

i. The SROTC brigades can organize their units and relationships in multiple forms:

(1) Autonomous SROTC program.

(a) The SROTC program is singularly present on the host institution, has no extension units, crosstown or consortium relationships.

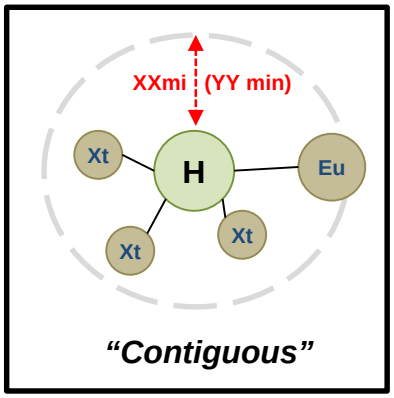
(b) This organizational characteristic is associated with campuses that have a large undergraduate population to sustain the program's commission mission and diversity, and are in geographically isolated regions of the country or territorial locations, e.g. Guam, Montana, Wyoming.



(2) Contiguous SROTC program.

(a) The SROTC program has one or more extension units, and one or more crosstown relationships.

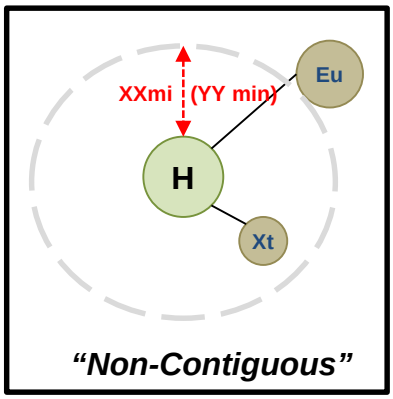
(b) This organizational characteristic is associated with programs that have to draw from multiple campuses to sustain their commission mission and diversity, and are generally found in towns and small metropolitan areas that can facilitate Cadet and cadre interaction at multiple locations.



(3) Non-Contiguous SROTC program.

(a) The SROTC program has one or more extension units that exceed a USACC established distance or time factor, and requires greater coordination and planning for travel to or assignment of cadre at these locations to support the program's outcomes.

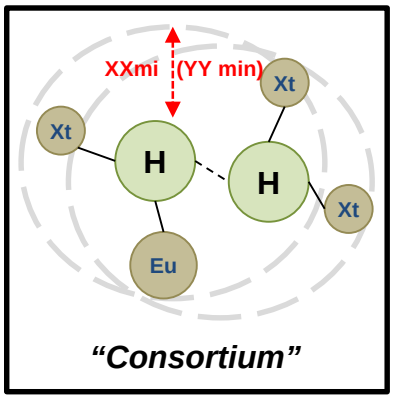
(b) This organizational characteristic is generally found in and around one or more metropolitan areas allowing the program to access more Cadets without opening a new host unit.



(4) Consortium relationship. (Task Force)

(a) Consortium relationship is directed and managed by the next higher headquarters. The relationship is defined by sharing resources and capabilities.

(b) This organizational characteristic is generally found in metropolitan areas that have multiple host units in close proximity.



16-2 USACC SROTC Program Organizational Design

a. The USACC SROTC program has a standard base structure (Figure 16-A) which is the foundation to build additional program-level capabilities, accounting for incremental increases in a program's assigned commission mission.

b. This base structure accounts for, and resources manpower requirements to the program's mission command, Cadet recruiting and retention and Cadet sustainment functions.

c. The base structure consists of the manpower requirements for the Professor of Military Science (PMS), the Recruiting Operations Officer (ROO), the Human Resources Assistant (HRA) and the Supply Technician positions.

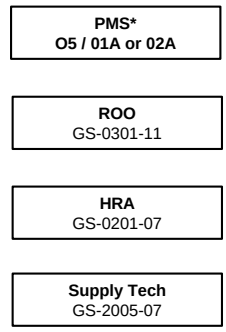


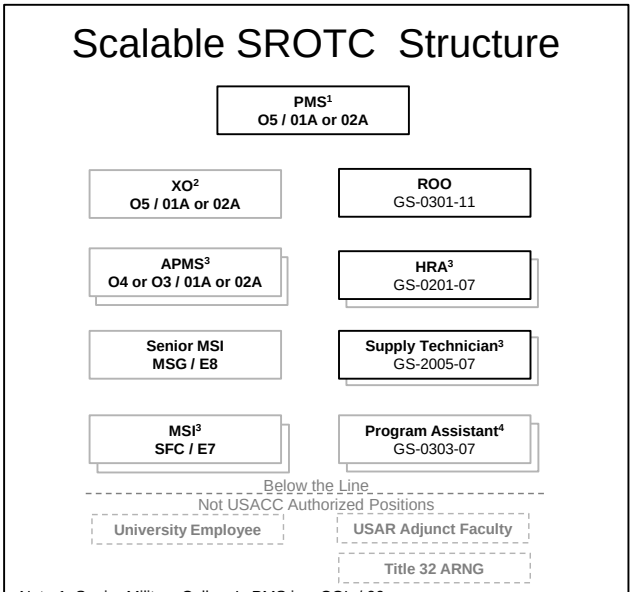
FIGURE 16-A: Standard SROTC Program Base Structure

d. The scalable SROTC program structure (Figure 16-B) accounts for the Cadet Leader development function and expanded sustainment capability to match the program's commission mission.

e. The scalable structure includes the requirements for an Executive Officer (XO) position [*Senior Military Colleges only*]; Assistant Professor of Military Science (APMS); Senior Military Science Instructor (SMSI); Military Science Instructor (MSI); and Program Assistant (PA) positions.

f. The scalable structure supports task organizing SROTC programs with extension units and / or as part of a consortium.

g. Cadet Command Regulation 570-4, USACC Manpower Processes and Procedures, outlines planning factors and rules to determine a program's manpower requirements and allocation of authorizations against structure, as either a Workload, Tier A, Tier B, or Tier C (Extension unit); as well as a program's role, and the manpower resources allocated to the program, within a consortium.



Note 1: Senior Military College's PMS is a COL / 06
Note 2: Only Senior Military Colleges are resourced with XO positions
Note 3: Can have multiple positions based on the program's commission mission
Note 4: Based on task organization, a program as part of a consortium can have a Program Assistant ILO the HRA and Supply Tech; or have one or more to support extension units.

FIGURE 16-B: Scalable SROTC Program Structure

h. In accordance with the host institution agreement, most SROTC programs have one or more university employees. These are resourced by the university and are university employees. Their duties and responsibilities vary based on their hiring agreement with the university, and not listed in this regulation.

i. Some SROTC programs are augmented by USAR adjunct faculty assigned to the 104th Training Division, and ARNG soldiers assigned to state National Guard MTOE units. These are not full time military assigned to USACC or the SROTC program. Their duties and responsibilities supporting the SROTC program are coordinated between the PMS and the supporting individual/unit and are not listed in this regulation.

16-3 Professor of Military Science (PMS) Role and Responsibilities

a. The PMS is the program's senior officer and is responsible for the supervision and welfare of assigned cadre and enrolled and contracted Cadets. The PMS synchronizes and integrates the program's military science curriculum, recruiting and retention activities, scholarship and incentive processes and sustainment capabilities to meet the program's assigned mission within the brigade commander's intent.

b. The brigade commander determines the program's mission production, focus areas and priorities; as well as task organization and supporting or supported

relationship between SROTC programs. In general the PMS's responsibilities include, but are not limited to the following:

(1) Serve as a mentor and coach to the program's cadre and Cadets; supervise the cadre's preparation, coordination and execution of the USACC Cadet Leader Development Strategy on-campus military science curriculum and associated labs, leadership activities and field training exercises.

(2) The senior officer responsible for maintaining a positive command climate congruent with good order and discipline within the program.

(3) Responsible for developing and maintaining a SROTC program that represents the Army Values, and in particular regard to Army EO and SHARP policies.

(4) Is the primary MSL IV instructor and mentor.

(5) Perform duties as the chair or head of the military science department or division as part of the university or college's academic organizational responsibilities; represents the Army's ROTC interests and equities at faculty board meetings and provide updates and USACC assessment status of the SROTC program in interactions with the university or college faculty and administration leadership.

(6) Responsible for the planning and preparing Cadets for participation in Cadet Summer Training events: CIET, CLC, CPDT, International Programs mission, Nurse Internships; this includes administrative, medical and training preparation and prerequisites; coordinate the Cadet allocation to training seats.

(7) Responsible for planning and reviewing the Mission Set Management Report (MSMR) and mission set strategies.

(8) Responsible for planning and reviewing the program's annual Recruiting Enrollment Action Plan (REAP).

(9) Responsible for planning the program's annual Army and university budget requirement submission; manage the program's budget execution and submission of UFRs.

(10) Review and approve monthly Cadet Pay and scholarship reports.

(11) Manage the program's instructor (APMS, MSI, USAR Adjunct Faculty), support staff (HRA, ROO, Supply Tech) workload and priorities for Cadet recruiting, incentives, training and administrative actions; ensure the program's / Cadet's CCIMM modules are updated and accurate.

(12) Coordinate with USAR and ARNG units support to the simultaneous membership program (SMP), partnership opportunities, reserve force duties and promoting service as USAR and ARNG officers to the program's Cadets.

(13) Directly manage the program's waiver process and submissions, disenrollment boards, the program's OML, commissioning packet and accessions packet completion and submission.

(14) Manage and direct the cadre routine administrative actions: counseling, evaluations, awards, leave, directed and annual training compliance.

(15) Coordinate the program's support to on and off campus recruiting, marketing and outreach activities; maintain and enhance key relationships with sponsors and advocates of the SROTC program.

NOTE: The duties and responsibilities of the APMS, SMSI and MSI listed below are interchangeable based on program manning level, PMS priorities and guidance. The PMS determines how the instructor cadre will support on-campus Military Science Level (MSL) I – IV instruction, off-campus training, leadership events, and CST cadre assignments.

16-4 Assistant Professor of Military Science (APMS) Role and Responsibilities

a. The APMS position (includes Executive Officer positions for SMCs) is the program's primary military science curriculum instructor. Additionally, the APMS is assigned a cadre role for Cadet Summer Training, and also supports the program's staff lead for on-campus recruiting, retention, Cadet administrative and logistical tasks.

b. The PMS determines the APMS' focus areas and priorities. In general the APMS' responsibilities include, but are not limited to the following:

(1) Serve as a mentor to enrolled and contracted Cadets; coaches and teaches Cadets in leadership positions in the Cadet Battalion Headquarters staff and in leadership positions at Cadet Company and Platoon level.

(2) As directed by the PMS, conduct preparation, coordination and execution of the USACC Cadet Leader Development Strategy on-campus MSL I – IV curriculum and associated labs, Army and USACC Surveys, leadership activities and field training exercises.

(3) As directed by the PMS, attends or participates in board meetings or forums with the host institution or extension center institution faculty and administration.

(4) Prepares Cadets for attendance at CST.

(5) Manages the grades and training modules in CCIMM for enrolled and contracted Cadets.

(6) Assist the PMS in developing training plans, budget inputs and coordination requirements to support the on and off campus CLDS.

(7) Assist the PMS in reviewing and processing Cadet waiver, disenrollment, OML, commission packet and accessions packet actions.

(8) Coordinate and conduct cadre administrative and training actions: counseling, evaluations, awards, leave, directed and annual training compliance.

(9) As directed by the PMS, conducts annual assurance review IAW the management control regulation and submits a report to brigade.

(10) Provide guidance and participate in the program's Cadet Battalion social events and activities; and the cadre's soldier and family programs and events.

(11) Others duties and responsibilities as assigned by the PMS.

16-5 Senior Military Science Instructor (SMSI) Role and Responsibilities

a. The SMSI (includes Chief Military Science Instructor positions for SMCs) is the program's senior enlisted soldier and advisor to the PMS. Additionally, the SMSI is assigned a cadre role for Cadet Summer Training, and also supports the program's staff lead for on-campus recruiting, retention, Cadet administrative and logistical tasks.

b. The PMS determines the SMSI's focus areas and priorities. In general the SMSI's responsibilities include, but are not limited to the following:

(1) Serve as a mentor and coach to assigned soldiers, and to enrolled and contracted Cadets.

(2) Assists the PMS and APMS in preparing, coordinating and executing the on-campus MSL I-IV CLDS, off campus training exercises and other leadership labs, Ranger Challenge preparation and participation, and other events; as directed by the PMS is the primary instructor for MSL I-III curriculum.

(3) As directed by the PMS, is the program's test proctor for coordinating and overseeing administration of military science tests, Army specific tests, and when necessary standardized tests.

(4) As directed by the PMS, manages the cadre and Cadet PT program; conducts weigh-ins and APFT IAW Army regulations and standards.

(5) As directed by the PMS, responsible for training and preparing the program's color guard, ceremonial salute battery (if applicable) and other honors; coordinate and de-conflict the SROTC program's support to the host institution or external agencies events and activities.

(6) Assists the PMS and cadre in identifying and nominating Cadet Candidates for re-occurring awards and participation in Cadet Leadership seminars and workshops.

(7) As directed by the PMS, is the program's lead for planning and coordinating the Cadet Battalion Dinning-in, other formal ceremonies and events sponsored by the program; support the cadre soldier and family program activities and events.

(8) Conduct cadre administrative and training actions: counseling, evaluations, awards, leave, directed and annual training compliance.

(9) Others duties and responsibilities as assigned by the PMS.

16-6 Military Science Instructor (MSI) Role and Responsibilities

a. The MSI is the program's primary enlisted instructor. Additionally, the MSI is assigned a cadre role for Cadet Summer Training, and also supports the program's staff lead for on-campus recruiting, retention, Cadet administrative and logistical tasks.

b. The PMS determines the MSI's focus areas and priorities. In general the MSI's responsibilities include, but are not limited to the following:

(1) Mentor and coach the program's enrolled and contracted Cadets.

(2) Assists the PMS and APMS in preparing, coordinating and executing the on-campus MSL I-IV CLDS, off campus training exercises and other leadership labs, Ranger Challenge preparation and participation, and other events; as directed by the PMS is the primary instructor for MSL I-III curriculum.

(3) Assist the PMS and APMS in managing the grades and training modules in CCIMM for enrolled and contracted Cadets.

(4) As directed by the PMS, attends or participates in scheduling meetings for classroom and other university facilities for use by the SROTC program.

(5) Assists the SMSI in planning and preparation of the Cadet Battalion Dinning-in, other formal ceremonies and events sponsored by the program; support the cadre soldier and family program activities and events.

(6) Assist the SMSI in training and preparing the program's color guard, ceremonial salute battery (if applicable) and other honors; coordinate and de-conflict the SROTC program's support to the host institution or external agencies events and activities.

(7) As directed by the PMS, coordinate with USAR Adjunct Faculty, USAR and ARNG SMP units to support the program's on-campus instruction and training with personnel, training areas and facilities and equipment, as well as the off-campus fall and spring training exercises.

(8) Assist Cadets in administrative, medical and training requirements and prerequisites for participation and attendance at CST events.

(9) Serve as the program's ammunition account holder for TAMIS; ensure compliance with brigade and USACC issue, usage and turn-in guidance.

(10) As directed by the PMS, serve as the programs Information Assurance Security Officer (IASO); support the development and maintenance of the program's associated web sites and social media sites; ensure compliance with Army and USACC policies, regulations and guidance for content.

(11) As directed by the PMS, manage, process and when require submit reports on the program cadre's administrative and training requirements and compliance: counseling, evaluations, awards, leave, directed and annual training compliance.

(12) As directed by the PMS, complete training and certification as the program's Master Resilience Trainer (MRT).

(13) Others duties and responsibilities as assigned by the PMS.

16-7 Recruiting Operations Officer (ROO) Role and Responsibilities

a. The ROO is the program's senior civilian. As directed by the PMS, the ROO synchronizes and integrates the program's marketing, outreach, recruiting, retention, incentives and scholarship processes and activities in order to enroll and contract Cadets to enable the program's mission.

b. The PMS determines the ROO's focus areas and priorities. In general the ROO's responsibilities include, but are not limited to the following:

(1) Mission Set Strategy. Assists the PMS in conducting analysis and planning to support the program's mission set strategy; review and update the Mission Set Management Report (MSMR).

(2) Recruiting. As directed by the PMS, develop and manage the program's Recruiting Enrollment Action Plan (REAP); integrate the marketing, recruiting, retention, outreach and incentives/scholarship actions into the REAP to support enrollment and contracting outcomes; recruit for CIET Cadets to meet the program's assigned quota.

(3) Retention and Incentives. Support scholarship boards; scholarship allocation management; specific mission set guidance for academic (STEM and Nurse) degreed Cadets and demographic goals for African-American and Hispanic-American Cadets; SAL criteria and Cadet Quality Indicators (CQI).

(4) Marketing and Advertising. Manage the program's marketing activities in conjunction with brigade and USACC RMID guidance; supports planning and coordination for national events as tasked; coordinate for specific and targeted advertising to support the program's events and activities.

(5) Outreach. Manages the program's Centers of Influence (COI) outreach actions and ROO Zone COI databases; actively plans program specific events, coordinates with high school counselors, USAREC recruiters, and USAR / ARNG SMP units to support the program's (and USACC more broadly) recruitment goals.

(6) Operations. Manages the program's CCIMM modules for enrollment, contracting and scholarship; assists the PMS and HRA in reviewing and updating these modules to support reports and request for information, OML development and board packet submission.

(7) Coordinates with the Brigade Nurse Counselors to support Nurse Recruitment, enrollment, contracting, scholarships and liaison with Nursing programs, and tracking subsequent licensing and certification completion and compliance.

(8) Prepare and process Gold Bar recruiting packets.

(9) Manage relationships with university and college registrar and administrative officers to promote the SROTC program and align recruiting events with university and college activities.

(10) Provide inputs and actively participate in social media sites promoting the benefits and accomplishments of the SROTC program.

(11) Others duties and responsibilities as assigned by the PMS.

16-8 Human Resource Assistant (HRA) Role and Responsibilities

a. The HRA (includes ILO Administrative NCO position for select programs) is the program's primary personnel and administrative specialist for Cadet and cadre actions. The HRA may support a portion of CST.

b. The PMS determines the HRA's focus areas and priorities. In general the HRA's responsibilities include, but are not limited to the following:

(1) Cadet Actions.

(a) Assist Cadets in completing, submitting and tracking decisions on: waivers, enrollments, disenrollments, contracts, deferments, change to academic major, commission packets, accessions packets.

(b) Assist Cadets in completing security clearance packet (submit a SBI for MI Cadets), request for physical and scheduling a physical, request for common access card (CAC), completion of SMP and GRFD contract packet.

(c) Conduct administrative records, training records and physical exam records review for Cadets attending CST.

(d) Conduct Cadet Records review for OML, commissioning and accessions.

(e) Process Cadet direct deposit request, pay inquiries, troubleshoot Cadet Pay and scholarship issues.

(f) Create Cadet DTS profiles, create and process Cadet Travel itinerates, provide Cadet travel orders, tickets and process vouchers to close out Cadet travel.

(2) Cadre Actions.

(a) In and out process assigned cadre.

(b) Process administrative actions: evaluations, awards, leave, directed and annual training compliance.

(3) Program Operations.

(a) Maintain a working relationship with the university registrar's office, admissions office, and financial aid office.

(b) Manage the cadre DTS process as the program's Accountable Official.

(c) Maintain the program's postal account.

(d) Manage the Cadet CAC program for contracted Cadets.

(e) Maintain and update the directory module, Cadet Information, academic and training modules in CCIMM; enter Cadet Data in iPERMS; review MEDPROs for individual status.

(f) With the PMS, schedule Cadet Attendance at CST events.

(g) Submit Cadet Nominations for various awards, seminars and workshops IAW the PMS' decisions.

(h) Coordinate with the University for Updates to the course catalogue.

(i) As directed by the PMS attend faculty or department meetings to provide information on the SROTC program or synchronize the program's events/activities with the faculty.

(j) Coordinate with the University for Student Records, grades and/or transcripts.

(4) Cadet Pay Operations.

(a) Manage Cadet Scholarship payments; brief Cadets on the scholarship payment process; process tuition and fee payments.

(b) Prepare and submit monthly scholarship and stipend pay reports to USACC G8; review and reconcile prior to submitting to the PMS for review and signature.

(c) Review and process scholarship tuition and fees, room and board payments for early commissioning program (ECP) lieutenants.

(5) Others duties and responsibilities as assigned by the PMS.

16-9 Supply Technician Role and Responsibilities

a. The Supply Tech is the program's logistics specialist and the program's primary hand receipt holder. The Supply Tech may support a portion of the CST.

b. The PMS determines the Supply Tech's focus areas and priorities. In general the Supply Tech's responsibilities include, but are not limited to the following:

(1) Manage the program's government purchase card; submit purchase requests; process service requests; reconcile expenditures; submit monthly reports.

(2) With the PMS, review and verify the program's annual Army and university budget requirements for the next fiscal year budget submission; track current year budget expenditures.

(3) Manage the program's Command Supply Discipline Program (CSDP).

(4) As necessary, requisition, receive, store, issue and turn-in equipment and supplies to support on-campus instruction (includes unit patches, unit crest, Cadet Medals, ribbons and award certificates) and off campus field training exercises.

(5) As needed, coordinate services (laundry, latrines, etc…), transportation, class V request and turn-in, facilities, and billets to support instruction and training.

(6) Prepare and process property adjustment documents (e.g. cash collection vouchers, FLIPLs).

(7) Maintain the program's supply storage/supply room; conduct inventories IAW policy and regulation.

(8) Maintain serviceability and accountability of Organizational Clothing and Individual Equipment (OCIE) stock for issue to Cadets; order restock and replacement as needed.

(9) Maintain Cadet clothing records and hand receipts; process alterations to uniforms and order name tags and ID tags.

(10) Manage and maintain the assigned GSA vehicles; submit usage and accident/damage reports as required.

(11) Maintain Army and university hand receipts, signature cards, key control and the universities facility real property accounts.

(12) As directed by the PMS, complete training and certification as the program's Unit Prevention Leader (UPL).

(13) Others duties and responsibilities as assigned by the PMS.

16-10 Program Assistant (PA) Role and Responsibilities

a. The PA can support two roles within a program.

(1) First, a program in a consortium relationship that does not have an HRA and a Supply Tech assigned, but only has one PA; the PA can performed some tasks fully, but other are curtailed duties and tasks outlined in the HRA and Supply Tech paragraphs above. The PMS will coordinate with the supporting program's PMS to manage the areas not covered fully by the PA, and have a reach-back or direct support relationship for HR and Logistics actions.

(2) Second, a program resourced with an HRA and a Supply Tech, but has one or more extension units that are geographically separated and cannot be supported full time by the host program's HRA and Supply Tech. In this instance an extension center will be resourced with a PA to perform some tasks fully, but curtail other duties and tasks outlined in the HRA and Supply Tech paragraphs above. The host's HRA and Supply Tech will provide direct support as required.

b. The PMS determines the PA's focus areas and priorities. Refer to the PA's position description for assistance in determining the best employment methodology and prioritization of tasks. The PA can support a portion of CST.

Appendix A References

Section I - Required Publications

DoDI 1215.08
SROTC Programs

DoDI 1205.13
JROTC Program

AR 145-1
Senior Reserve Officer Training Corps Program: Organization, Administration, and Training

AR 145-2
Junior Reserve Officer Training Corps Program: Organization, Administration, and Training

AR 600-20
Army Command Policy

TRADOC Regulation 10-5
Organizations and Functions

Section II - Related Publication

AR 1-201
Army Inspection Policy

AR 11-1
Command Logistics Review Program

AR 11-2
Manager's Internal Control Program

AR 15-6
Procedures for Investigating Officers and Boards of Officers

AR 20-1
Inspector General Activities and Procedures

AR 25-2
Information Assurance

AR 25-50
Preparing and Managing Correspondence

AR 25-51
Official Mail and Distribution Management

AR 25-55
The Department of the Army Freedom of Information Act Program

AR 70-1
Army Acquisition Policy

AR 71-11
Total Army Analysis

AR 71-32
Force Development and Documentation

AR 135-91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures

AR 135-100
Appointment of Commissioned and Warrant Officers of the Army

AR 140-9
Entry on Active Duty or Active Duty for Training (ROTC Officers)

AR 165-1
Army Chaplain Corps Activities

AR 350-1
Army Training and leader Development

AR 350-100
Officer Active Duty Service Obligations

AR 360-1
The Army Public Affairs Program

AR 380-67
Personnel Security Program

AR 385-10
The Army Safety Program

AR 420-1
Army Facilities Management

AR 570-4

Manpower Management

AR 870-5
Military History: Responsibilities, Policies and Procedures

Section III - Other

This section contains no entries

Appendix B Glossary

Section I – Acronyms and Abbreviations

AAB – All American Bowl

ACofS – Assistant Chief of Staff

ACOR – Alternate Contracting Officer Representative

ADDIE - Analysis, Design, Development, Implementation and Evaluation (Instructional Systems Development process model)

ADM – Academic Discipline Mix

ADOS – Active Duty Operational Support

ADSO – Active Duty Service Obligation

AF – Adjunct Faculty (USAR Instructors)

AGR – Active Guard and Reserve

AI – Army Instructor (JROTC)

AMRG – Army Marketing and Research Group

APMS - Assistant Professor of Military Science

APE – Annual Program Evaluation (Program Viability Metrics)

APR - Annual Program Review

AR – Army Regulation

ARNG – Army National Guard

ASA (M&RA) – Assistant Secretary of the Army for Manpower and Reserve Affairs

ASCC – Army Service Component Command (Commander)

ATB – Annual Training Brief (Brigade Commander's to CG)

ATTRS – Army Training Resource Requirements System

BC – Brigade Commander

BCFS - Battalion Commissioning Forecast System

BDE – Brigade

BOLC – Basic Officer Leadership Course (BOLC-A and BOLC-B)

CAC – Combined Arms Center (TRADOC) or Common Access Card

C-BA – Cost Benefit Analysis

CCIMM – Cadet Command Information Management Module

CCR – Cadet Command Regulation or Command Conference Room

CFDC – Cadre and Faculty Development Course

CH MSI – Chief, Military Science Instructor

CIET – Cadet Initial Entry Training

CIO – Chief Information Officer (G6)

CIP - Command Implementation Plan or Command Inspection Program

CFDD – Cadre and Faculty Development Division

CG - Commanding General

CLC – Cadet Leader Course

CLDS – Cadet Leader Development Strategy

CME - Contractor Man-year Equivalent

CMSN – Commission

CofS - Chief of Staff

COI – Center of Influence

COR – Contracting Officer Representative

COTR – Contracting Officer Technical Representative

CP - Concept Plan

CPAC - Civilian Personnel Advisory Center

CPFT – Cadet Professional Field Training

CPG – Commander's Planning Group

CQI – Cadet Quality Indicator(s)

CRB – Curriculum Review Board

CSM – Command Sergeant Major

CST – Cadet Summer Training

CTLT – Cadet Troop Leader Training

CUOPS – Current Operations

DA – Department of the Army

DAC - Department of the Army Civilian

DAI – Director of Army Instruction (JROTC)

DBO – Director of Brigade Operations

DCO – Deputy Commanding Officer

DCG - Deputy Commanding General

DCLT – Drill Cadet Leader Training

DMPM – Directorate of Military Personnel Management (HQ DAG1)

DODAAC – Department of Defense Activity Address Code

DoDI – Department of Defense Instruction

DODMERB – Department of Defense Medical Evaluation Review Board

DoLDE – Directorate of Leader Development and Education

DTMS – Digital Training Management System

DTS – Defense Travel System

DUIC – Derivative Unit Identification Code (See UIC)

ECP – Early Commissioning Program

ESD – Executive Services Division (Protocol)

EO – Equal Opportunity

EU - Extension Unit

FLIPL – Financial Liability Investigation of Property Loss

FOIA – Freedom of Information Act

FORSCOM – United States Army Forces Command

FUOPS – Future Operations

GCM – George C. Marshall Conference/Seminar

GCSS-A – Global Combat Support System – Army

GCMCA – General Courts Martial Convening Authority

GFEBS – General Funding Enterprise Business System

GOMOR – General Officer Memorandum of Reprimands

GPC – Government Purchase Card

GRFD – Guaranteed Reserve Forces Duty

HBCU – Historical Black Colleges and Universities

HHD – Headquarters and Headquarters Detachment

HRA - Human Resources Assistant

HRC – Human Resources Command

HSI – Hispanic Serving Institutions

HSS - Headquarters Support System

IA – Information Assurance

IC – Installation Commander

IG – Inspector General

IMT – Initial Military Training (TRADOC/DCG-IMT)

IP – International Programs

ISSA – Installation Services and Support Agreement

ITC – Instructor Training Course

JCIMS – JROTC Cadet Information Management System

JCLC – JROTC Cadet Leadership Challenge

JROTC - Junior Reserve Officer Training Corps

JSOCC – JROTC School of Cadet Command

KMO – Knowledge Management Officer (Office)

LoE – Line of Effort

LOO – Line of Operation

MDEP – Management Decision Packages

MEDPROS – Medical Protection System

MICC - Military Installation Contract Center

MJC – Military Junior College

MPA – Military Personnel and Allowances

MRT – Master Resilience Training (Trainer)

MS – Military Science or Mission Set

MSI - Military Science Instructor

MSL – Military Science Level

MSMR – Mission Set Management report

MSN – Mission

NGB – National Guard Bureau

OCAR - Office of the Chief of Army Reserves

OCMPS – On Campus Market Potential Survey

OE - Open Enrollment

OEMA – Office of Economic and Manpower Analysis

OIP – Organizational Inspection Program

OMA – Operations and Maintenance, Army

OML – Outcomes Metric List (formerly Order of Merit List)

OPM – Office of Professional Management

O-TDA - Objective – Table of Distribution and Allowances

OTJAG – Officer of the Adjutant General

OTSG – office of the Surgeon General

PA – Program Assistant

PAO – Public Affairs Officer (Officer)

PBAC – Program Budget Advisory Committee (Working PBAC; Senior PBAC)

PD - Position Description

PEG – Program Execution Guidance

PMS - Professor of Military Science

POI – Program of Instruction

POM - Program Objective Memorandum

PROBE – Program Optimization and Budget Execution

REAP – Recruiting Enrollment Action Plan

RFF – Request for Forces

RMID - Recruiting, Marketing and Incentives Directorate

ROO - Recruiting Operations Officer

RPA – Request for Personnel Action

SAI – Senior Army Instructor (JROTC)

SAL – Student, Athlete, Leader

SAM – Scholarship Allocation Model

SAR – Sexual Assault Response (Coordinator)

SAV – Staff Assistance Visit

SGS – Secretary of the General Staff

SHARP – Sexual Harassment, Assault Prevention and Response Program (Team)

SJA – Staff Judge Advocate

SLA – Service Level Agreement

SMC – Senior Military College or Senior Military Commander

SMDR – Structure Manning Decision Review

SMP – Simultaneous Membership Program

SOF – Status of Funds

SOCC – School of Cadet Command

SP - Strategic Plan

SPCMCA – Special Courts Martial Convening Authority

SR MSI (SMSI) – Senior Military Science Instructor

SROTC - Senior Reserve Officer Training Corps

STEM – Science, Technology. Engineering, Mathematics

TAA - Total Army Analysis

TAG – The Adjutant General (The Senior State National Guard Official)

TDA - Table of Distribution and Allowances

TDS – Trail Defense Services

TIG – The Inspector General

TRADOC – United States Army Training and Doctrine Command

UFR – Un-forecasted Requirement or Un-funded Requirement

UIC – Unit Identification Code

UMT – Unit Ministry Team

USACC - United States Army Cadet Command

USAFMSA– United States Army Force Management Support Agency

USAMAA - United States Army Manpower Analysis Agency

USAR – United States Army Reserve

USARC – United States Army Reserve Command

USAREC – United States Army Recruiting Command

USLC – University Senior Leader Course (formerly the USACC PCC); Also USLC-ITC

USR – Unit Status Report (also referred to as CUSR, C = Classified)

VA – Victim's Advocate

WAWF – Wide Area Work Flow

XO – Executive Officer

XT - Cross Town

Section II – Terms

Annual Cadet Survey: The annual Cadet surveys are intended to provide brigade commanders a responsive management tool by collecting Cadets' ideals and viewpoints on the ROTC program. There are two separate web surveys: (1) MSL II: survey will focus on decision to contract and program satisfaction and (2) MS IV: survey will focus on branching decisions and overall program satisfaction. The goal is to have all MSL II and MSL IV Cadets participate. Completion by non-contracted Cadets is voluntary.

Annual Program Review (APR): A complete staff review to inform decisions regarding force structure, staffing, resourcing, and missioning as well as leader development. The APR will establish the commission missions and align with already established brigade missions with the new out-year Cadet Command commission missions established in the Department of the Army G1 Army Accession Missions memorandum. The APR is synchronized with in USACC's assessment plan, which includes the APR, SLTP, and Annual training brief (ATB).

Annual Program Evaluation Letters: An annual update to universities highlighting ongoing strategic partnerships and program accomplishments meant to encourage university commitment to their respective programs and support USACC mission accomplishment. In the spring, Brigades will provide insight and enumerated facts to provide an individualized and personal letter to the Host University from the USACC CG. USACC mails personalized letters to the host leadership outlining significant contributions and way forward for the following year. PMS verify receipt of letters by

Host university leadership. Brigade Commanders notify partner/affiliates in the same manner.

Annual Training Brief: The US Army Cadet Command (USACC) Commanding General will receive an Annual Training Brief (ATB) from brigades and "host" program Professors of Military Science (PMS) as the Commander General conducts battlefield circulation. The ATB will cover in greater detail the performance of their programs, the collegiate context and environment and the performance of the cadre and admin to accomplish their mission (METL Assessment).

Army Regulation 145-1: This regulation prescribes policies and general procedures for administering the Army's Senior Reserve Officers' Training Corps (SROTC) Program.

Army SROTC Program: The aggregate of affiliated Army SROTC units (host, extension) and relationships (crosstown and consortia) supervised and managed under one PMS. The Army SROTC program is the base unit of measure for SROTC assessment and allocation of resources for Army SROTC units. The term Army SROTC program is inclusive of the on-campus and off campus Military Science curriculum; the Cadet Battalion organization and enrolled and contracted Cadets; Army SROTC scholarship (2-year, 3-year, 4-year) allocation; Cadet incentives; and assigned USACC Cadre. Army SROTC programs are assigned to a USACC brigade.

Army SROTC Battalion: (Future Force Design Structure – pending DA approval) An organization responsible for the mission command of a minimum of three subordinate host programs operations and sustainment, and oversight of JROTC programs within the battalion's area of responsibility. The battalion is commanded by a Command Select List LTC/O5 selected officer with a small staff providing support or oversight to operations and sustainment activities. The battalion commander is not a PMS of a host unit. (NOTE: Senior Military Colleges and Military Junior Colleges will remain stand-alone host units assigned to brigades)

Cadre and Faculty Development Course (CFDC): The CFDC transitions newly assigned USACC Senior Reserve Officer Training Corp (SROTC) faculty (MSI, SMSI, APMS and PMS) from tactical trainers to educators.

Cadet Initial Entry Training (CIET): A 28-day mentally challenging and physically demanding leadership opportunity that provides the non-prior service Cadet (lateral entry) with the military/education skills required to enter Army Senior ROTC.

Cadet Leader Training (CLC): Provides the Cadets with a defining Leader Development experience driven by mission type orders and conditions that force Cadets to think critically and lead under stressful conditions representative of the operational environment a platoon leader of 2025 will encounter.

Cadet Practical Field Training Program: This program provides Cadets an opportunity to attend active duty skill enhancement schools and specialized training

courses with active Army personnel to promote leadership skills and positively impact retention for deserving Cadets.

Cadet Quality Concept: Allows the command to target and contract those candidates most capable of solving complex problems in a dynamic environment. Categorization of cadets assists in focusing the recruiting prioritization within programs as well as reallocate missions across the command in order to maximize the number of highest quality contracts. In addition, the command will identify candidates who are academically "At Risk" in order to contract accordingly. All candidates wishing to contract must meet the requirements as defined in CC Pam 145-4.

Cadet Summer Training (CST): Overarching term encompassing all summer training activities including CIET, CLC, International Programs, CTLT, and CPFT.

Cadet Summer Training Planning Meeting: Sets the conditions for Key Leaders to conduct detailed mission analysis and coordination on the upcoming CST in order to set the conditions for successful execution. Usually occurs in mid-December.

Cadet Summer Training Terrain Walk: An initial rehearsal of CST training plans IOT identify resource shortfalls, and provide training-site preparation guidance to FORSCOM supporting units. Usually occurs in February.

Cadet Troop Leadership Training (CTLT): Provides Cadets leadership opportunities with active component units across the Army.

USACC Operational Approach (formerly the Academic Annual Plan or the Campaign Plan): A mid-horizon (1-5 year) plan of action that serves as foundational guidance for the execution of the next Academic Year (across all five academic Cadet cohorts – HS Senior thru College Senior), provides the Commander intent for the year, an annual calendar of events and specific objective accomplishment guidance. Subsequent operations and fragmentary orders will make adjustments as required and new guidance is received. Additional guidance will also be published as annexes to this order.

Cross-town: The designation given an institution that has an agreement with both a host ROTC unit and with the ROTC Headquarters of a Military Department that would allow its students to enroll in the ROTC program of the host unit. Cadets at this institution attend ROTC classes and activities on the campus of the host unit or extension unit; in some instances instruction can occur at the crosstown location. There is no ROTC staff assigned to this institution.

Consortium: (also referred to as Task Force) an arrangement that involves multiple ROTC units sharing resources to maximize efficiency. These resources can include, but are not limited to, facilities, staff, organizational structure, processes, and administrative material. A consortium can consist of host units, extension units, cross-

town institutions, or any combination thereof. The term consortium describes the arrangement between units and does not describe the units themselves.

Curriculum Review Board: USACC will implement a curriculum review board twice a year at the end of each semester (December and May) and integrate with each iteration of CFDC to allow for immediate dissemination of changes to curriculum. The board will consist of cadre who have demonstrated educational excellence and will consider; ongoing faculty development forums, lessons learned, and new initiatives for modifications to the curriculum allowing sufficient time for curriculum developers to create, acquire approval, and implement changes prior to the AY school start.

DoDI 1215.08, Senior Reserve Officers' Training Corps (ROTC) Programs: A Department of Defense Instruction that applies to OSD, the Military Departments, the Office of the Chairman of Joint CofS and consists of the Service roles, mission, and guidelines for SROTC programs.

Extension unit: An ROTC unit located at an institution that has an agreement with both a host ROTC unit and with the ROTC Headquarters of a Military Department to maintain on its campus an ROTC presence extended from the host unit. Cadets at this institution attend ROTC classes and activities on their own campus. An extension unit is manned either full- or part-time with staff assigned from the host unit.

George C. Marshall (GCM) Leadership and Awards Seminar: The USACC premier capstone leader development event. Historically executed at the George C. Marshall Foundation, located at Virginia Military Institute, Lexington, VA, USACC sends its top Cadet from each of its 275 SROTC programs to attend the two-day seminar. These Cadets are exposed to senior Army leadership and participate in roundtable discussions on current national security topics.

Gold Bar Recruiting (GBR) Program: Supplements the recruiting process by assisting the PMS and Recruiting Operations Officer (ROO). The GBR makes the greatest impact for ROTC by working with select on-campus markets talking about his or her own experience as a Cadet.

Host Unit: An ROTC unit located at an institution that has an agreement with a Secretary of a Military Department to maintain an ROTC unit on its campus. Cadets at this institution attend ROTC classes and activities on their own campus. A host unit is manned full-time with staff assigned to that institution.

International Programs (IP): Allows Cadets the opportunity to further develop their leadership and officership world view.

Lateral Entry Module (LEM): The Lateral Entry Module provides an opportunity for Cadets to acquire information associated with the Basic Course but not in CIET or other lateral entry methods. Content is educational in nature vice task of training oriented. Two virtual modules will be created to cover curriculum for the freshman and sophomore years.

MacArthur Award: Each year, the MacArthur Foundation recognizes the best program in each brigade with the MacArthur Award. The MacArthur Award recognizes a program's outstanding achievement in the newly completed Mission Set.

Outcomes Metrics List (OML): Each year, approximately 5,300 United States Army Cadet Command (USACC) Cadets are accessed into one of the three components of the Army. To execute this task USACC uses an OML Model. This model uses weighted criteria to measure USACCs desired outcomes. The OML is a measure of learning outcomes. This summative scoring metric is designed using a 100 point systems and uses a combination of academic, leadership and physical outcomes.

Sandhurst Competition: ICW USMA, a challenging and rewarding inter-company military skills competition focused on BOLC-A tasks and to provide an opportunity to enhance leadership skills and to exhibit military excellence.

Senior Leader Training Program (SLTP) (also referred to as the Mission Command Conference): Ensures all subordinate commanders understand the Commanding General's (CG), USACC command philosophy and receive the CG's, guidance related to their expectations for the execution of training in a FY. Additionally, this training program will facilitate continuity in execution across the command, ensuring we are working to the same goal and providing an atmosphere of mutual support between the USACC Brigades and the Headquarters, Staff Directorates. Includes assessments, AARs, Cadet Leader Development, Cadre certification. CDRs strategy, vision, goals for upcoming year.

SROTC Viability Program: A multi-year program evaluation methodology and process for assessment, probation and notification in order to posture the command to meet the directed commission mission and officer accession goals of the Army with fewer resources and programs that are sufficiently resourced to meet and sustain Army approved and published viability standards.

Talent Management: The process by which individual, enabling capabilities are aligned (and managed) to best effect against specific requirements and in accordance with the individual's talent set.

Task Force: (See Consortium).