Department of the Army	USACC Regulation 10-5

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

USACC Regulation 10-5

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Organizations and Functions

UNITED STATES ARMY CADET COMMAND

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FOR THE COMMANDER:

OFFICIAL:

JOHNNY K. DAVIS
Major General, U.S. Army
Commanding

SULA L. IRISH
Colonel, GS
Chief of Staff

History. This publication is a revision. The portions affected by this action are listed in the summary of change. The regulation supersedes USACC Regulation 10-5 (15 February 2016).

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

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Summary of Change

Cadet Command Regulation 10-5
US Army Cadet Command Organizations and Functions

- o This revision accounts for the FY16 – FY21 reorganization initiatives:

    - Consolidates the G1 Accessions and Security Division with the G1 Cadet Actions and Standards Division.

    - Establishes a Plans, Operations and Training Division within the G1.

    - Re-aligns the Public Affairs Office (PAO) from Recruiting, Marketing and Incentives Division (RMID) to the Special Staff.

    - Re-aligns the Quality Assurance Office (QAO) division from the G3 to the Directorate of Leadership and Education (DoLD-E).

    - Re-aligns the Command Safety Office under the G3.

    - Establishes a Property Book Division within the G4.

    - Establishes a Facilities Management Branch within the G4.

    - Establishes the Commander's Initiatives Group (CIG) and realigns the Congressional Activities Office (CAO), Speech Writer, Planner and Visual Information Specialist under the CIG.

    - Establishes authorities of the Knowledge Management Office (KMO).

    - Adds the Diversity Officer and the Strategic Officer Recruiting Detachment (SORD).

    - Adds the G3 Accessions Information Environment (AIE) Division.

    - Changes the term "Staff Assistance Visit (SAV)" to "Initial Command Inspection (ICI)" throughout the document.

    - Eliminates the International Programs Division.

    - Eliminates the Museum as a USACC staff element.

Table of Contents

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

Appendix A provides required and related publications.

1-3 Explanation of Terms

Appendix B provides abbreviations and special terms used in this regulation.

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 CoS.

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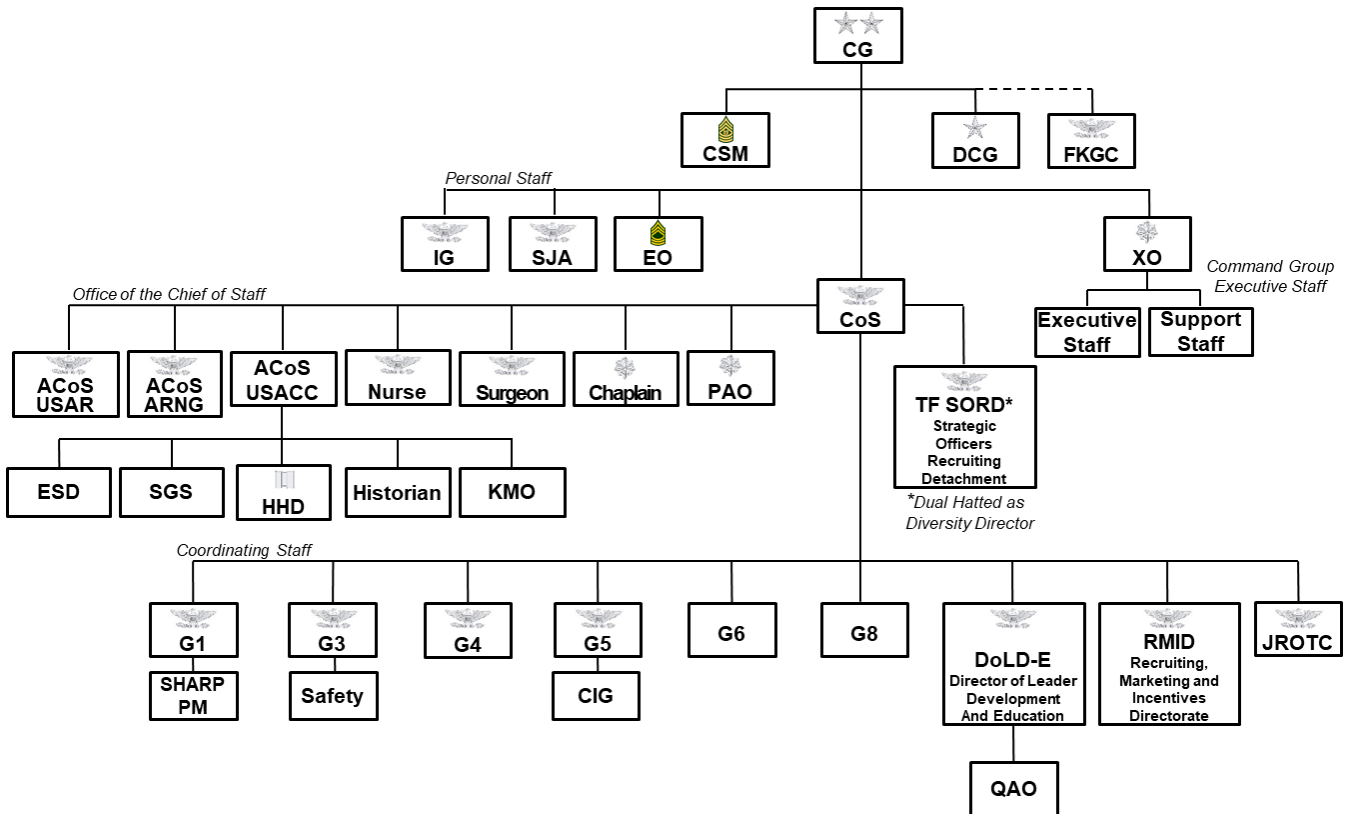
(1) USACC organization aligns functions and capabilities for three areas of responsibility: SROTC, JROTC and Senior Command, Fort Knox Kentucky.

(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 four Military Junior Colleges.

(4) Army SROTC is present in all 50 states, four territories (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 marketing policies.

(2) USACC receives marketing policy and guidance from HQDA G1/Officer of the Chief, Army Enterprise Marketing Office (AEMO).

(3) 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.

Army Enterprise Marketing
GO 2019-18 (30 May 2019) Redesignated AMRG
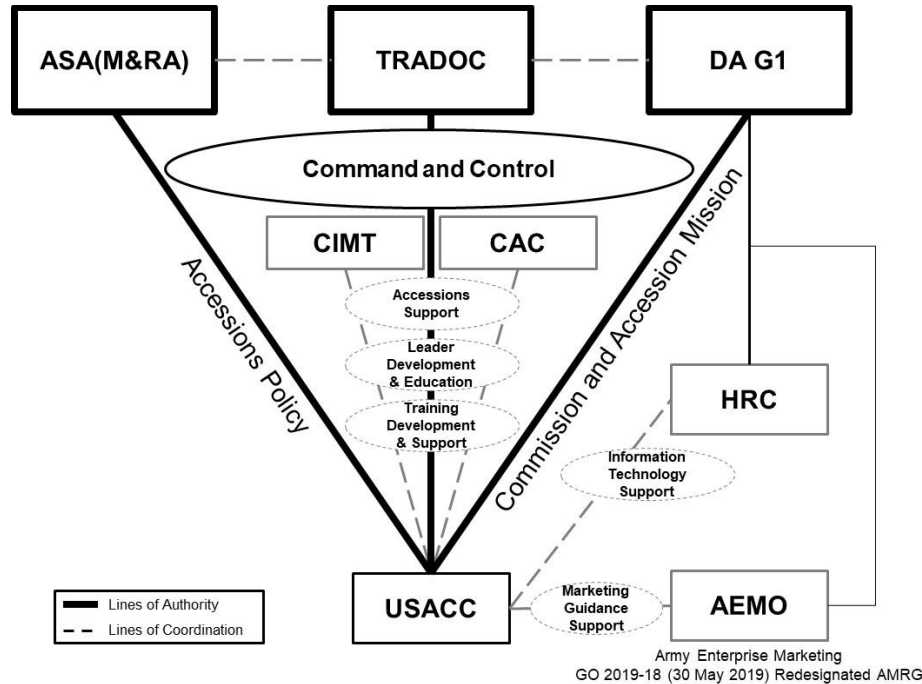
(4) TRADOC. TRADOC will exercise all authority, direction, and control of USACC to ensure and sustain the operational capability and administration of the command, including the following functions: execution of DA allocated funding and resources; equipping; personnel management; logistics; individual 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.

(5) ASA (M&RA). ASA (M&RA) is responsible for the Army Enterprise Brand and Marketing Policy. The Army Enterprise Marketing Office (AEMO), assigned to the ASA (M&RA), is responsible for execution of this policy through national marketing and marketing research. The ASA (M&RA), through the AEMO will provide oversight of research efforts to support both the accessions and marketing/advertising missions of USACC.

(6) 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

NOTE: TRADOC has 6 core functions (see TR 10-5, dtd 19 July 2021). USACC assists, supports or participates in the execution of all six core functions.

a. TRADOC Core Function #1: 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. The G3's Accession Information Enterprise (AIE) Division provides for the implementation and evaluation of the AIE throughout USACC; coordinates with external agencies as appropriate in order to enable AIE implementation Army wide.

b. TRADOC Core Function #2: 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 and Cadet Summer Training.

c. TRADOC Core Function #3: Leader 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.

d. TRADOC Core Function #4: DOTMLPF–P Integration. TRADOC is the Army's operational architect for current forces responsible for determining and developing DOTMLPF-P capabilities required to fulfill all designated Army and Joint required capabilities. TRADOC DOTMLPF–P Integration incorporates eight sub-core functions: Doctrine, Organization, Lessons Learned, Training Development, Training Support, Functional Training, Education, and Field Force Integration. USACC Supports TRADOC Core Function #4 through conducting the following activities:

(1) Training Development. USACC serves as the Army's proponent for SROTC and JROTC training and education development.

(2) Training Support. USACC develops and provides complimentary training products and enablers to support SROTC and JROTC curricula.

(3) Functional Training. Through the Directorate of Leader Development and Education (DOLDE), 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. Through the G3's G37 CST Division, Cadets are provided functional training opportunities through the Cadet Professional Development Training (CPDT) program.

(4) Education. 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 "lifetime of learning."

e. Core function 5: Operational environment (OE). TRADOC conceptualizes and communicates the OE as a composite of the conditions, circumstances, and influences that affect the

employment of capabilities and bear on the decisions of the commander. USACC supports this function through conducting analysis of environmental factors affecting the accessions mission including but not limited to trends in higher education attendance, education technology and emerging patterns of economic driven learning requirements.

f. Core function 6: Care for Soldiers, DA Civilians and their Families. TRADOC leaders at all levels are responsible for the care and safekeeping of our Soldiers, DA Civilians and their Families. USACC assists this function as a command priority through policy and the G1's Soldier and Family Programs division.

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 Operational Plan and further refined into functional LoE.

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 Operational 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 themes. The Operational 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 Operational Plan development and revision.

c. The USACC Operational Plan provides the CG's execution guidance to subordinates and staff that translate the Operational Plan's objectives and goals into a plan of action with discrete tasks organized in time and purpose. The USACC Operational Plan provides the actions necessary to conduct the planning, coordination, assessment and execution of the tasks.

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 CoS, USACC.

f. USACC maintains a coordinating relationship with the Patton Museum located on Fort Knox, KY.

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: Deputy Commanding General (DCG)/Deputy Commanding Officer (DCO), Chief of Staff (CoS), and the USACC and Fort Knox Command Sergeant Major (CSM).

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

(2) 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 CoS) are managed by the Executive Officer (XO) and include: Executive Assistants; Aides de Camp; Enlisted Aide; and Drivers.

(b) Personal Staff: the Inspector General (IG); the Staff Judge Advocate (SJA); Equal Opportunity (EO); 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; 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 (ACoS); 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. [ACoS 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.

(3) The CG exercises command authority through the chain of command directly to commanders. The DCG, CoS, 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.

(4) By official orders, Command authority is exercised 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 (DCG) or Deputy Commanding Officer (DCO).

a. The DCG (or DCO), USACC, 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 USACC Leader Development processes.

(2) As Commandant, provide oversight and direction to USACC summer training.

(3) Provide oversight to 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 CoS 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 (CoS)

a. The USACC, CoS 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 CoS to the Command Group and Commander. The CoS is directly supported by the USACC Assistant Chief of Staff (ACoS), the SGS and the ESD.

b. The following responsibilities are assigned to the CoS:

(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 battle rhythm.

(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 Plan and oversees updates to the plan. 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 CoS serves as Installation CoS 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 Ireland Army Health Clinic commander.

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

(1) Serve as the ACoS 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 suspense's 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 / CoS, 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 CoS absence and assumes the roles and responsibilities of the CoS.

(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 CoS and the ACoS. 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, CoS, and ACoS in capturing command group taskings, guidance and directives to the staff.

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

(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, CoS 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 CoS and ACoS. 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, obtain legal opinions from SJA on and 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 Sergeants Major on the installation and in the ROTC brigades and headquarters.

(6) Provide guidance and direction on administration of 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, CoS 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 CoS)

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) Manage the command group's budget.

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

(4) Ensure the Command Group is appraised on all relevant issues, coordinate strategic messaging to be consistent and understood to support engagements and correspondence with internal and external audiences.

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

(1) Maintain 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 CoS.

(3) Draft correspondences that are personal in nature such as 2-star notes and condolence letters.

(4) 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.

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

(6) Ensure command group automation and electronic systems software and hardware are operational and do not impede the USACC, CG, DCG, or CoS 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 Division and the CG's executive assistant to support the USACC, CG's personal and official events on Fort Knox.

e. 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 schedules.

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 CoS or other staff members. Personal staff officers also may work under the supervision of the DCG or CoS. The USACC Personal Staff consists of:

  a. The Staff Judge Advocate.

  b. The Inspector General.

  c. Equal Opportunity Officer.

  d. SHARP Program Manager.

  e. The Command XO (See Chapter 2, paragraph 2-5)

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. The SJA has responsibility to administratively adjudicate tort claims and seek recovery for medical care costs and property damages for the Army through the affirmative claims program. The SJA provides dedicated legal advisors to Ireland Army Health Clinic (IAHC) on health care issues, including credentialing and risk management.

  b. Organizational Structure.
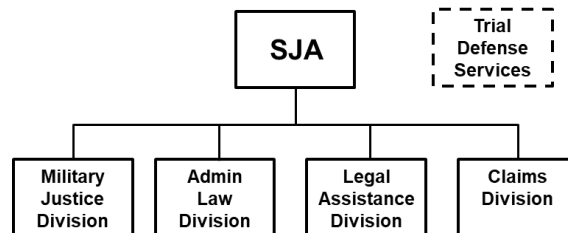
NOTE: SJA provides administrative support to the Trial Defense Services (TDS). TDS is an OTJAG direct reporting unit and is not aligned to the SJA. TDS personnel are assigned to USALSA.

c. The OSJA, Administrative Law Division provides legal advice and counsel in matters pertaining to Cadet Command specific actions, programs, policies and initiatives. The Administrative Law Division additionally incorporates and performs civil law functions. 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 reviews and advice on Government Information Practices (Public Affairs, Outreach, Local & State relations).

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

(15) 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 CG in his role as General Court Martial Convening Authority (GCMCA) and installation commander, as well as to the CGs of 1st Theater Support Command (TSC) and USAREC in their roles as GCMCAs; to all associated and down-trace Special Court Martial Convening Authorities (SPCMCA); and over a four-state area jurisdiction (See AR 27-10, App. K). Additionally, it supervises the preparation and prosecution of all courts-martial on Fort Knox from all three previously mentioned GCMCAs, as well as from V Corps, to include all pre-trial, trial, and post-trial matters. The Military Justice Division also includes one Special Victims' Prosecutor and two supporting Special Victims' Paralegals, who support the office in the development and litigation of special victims' cases, including those involving sexual assault and domestic violence. Because of this, the Military Justice Division is composed of personnel not only from USACC, but also from 1TSC, USAREC, and the US Army Legal Services Agency, and frequently coordinates with V Corps military justice personnel. It provides support to the United States Attorney's Office for prosecution of misdemeanor and felony cases in the Federal Magistrate Court, dealing mainly with civilian misconduct as well as traffic and other minor infractions by service members. It advises the Staff Judge Advocate, commanders, law enforcement, and senior staff on all matters involving the Uniformed Code of Military Justice. It develops and provides legal instruction on military justice to all commands, staffs, directorates, and agencies on Fort Knox. The responsibilities of the Military Justice Division include:

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

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

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

(4) Provide advice to Commanders on General Officer Memorandum of Reprimands (GOMOR), other letters of reprimand, and punitive reprimands issued through Article 15 proceedings, as well as advice on filing determinations.

(5) Provide advice to Commanders on criminal investigations and appropriate disposition of offenses (e.g., LOR, Article 15, administrative separation, court-martial, etc.).

f. The Legal Assistance Division provides personal legal counseling and services to active duty and retired military personnel and to their eligible family members across multiple units and

commands in the Fort Knox community and throughout the region. Operates the Special Victim Counsel program, providing representation for eligible victims of sexual assault and domestic violence. Provides and operates the installation volunteer income tax program with staffing from Fort Knox units and commands. Coordinates with the Survivor Outreach Services Office to provide priority casualty assistance services to families of fallen Soldiers. Provides full attorney and paralegal support at SRPs/Reverse SRPs/EDREs. Implements 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 (Active and Reserve Components) and DoD operations in multi-state jurisdiction (including Michigan, Indiana, Ohio and 3/4s of Kentucky). Processes, investigates, adjudicates, and negotiates the settlement of non-contractual claims against the Army and DoD under the Federal Tort Claims Act. 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) Provides legal support to Fort Knox and AOR relating to Tort Claims under the FTCA and MCA.

(2) Provides legal support for affirmative claims based on third party liability. Recovery of medical care costs of $1.5 million per annum fully funds the salaries/benefits of the paralegals and partially funds the attorney salary. Affirmative property claims returns monies to the U.S. Treasury or to the installation or military unit as applicable.

(3) Provides Litigation Support to Assistant US Attorneys and Litigation Division.

(4) Provides dedicated legal advisor to IAHC Risk Management Committee.

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.

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     ┌───────┴────────┐    ┌─────────┴────────┐
     │  Assistance &  │    │   Inspections    │
     │ Investigation  │    │    Division       │
     │    Division    │    │                   │
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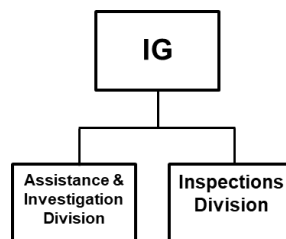
c. USACC internal processes and support to DA and TRADOC processes OPR.

(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 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, sex (to include gender identity), religion, national origin, or sexual orientation 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 Initial Command Inspections (ICI).

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

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

3-5 Sexual Assault Prevention and Response Program (SHARP), Program Manager (PM)

a. Roles and Responsibilities. The principal 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 Initial Command Inspections (ICI).

(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 CoS, 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 Historian.

  e. The Senior Career Counselor (Retention Office).

  f. The Chief Knowledge Officer (CKO).

  g. The Public Affairs Officer.

  h. Diversity Officer/Strategic Officer Recruiting Detachment (SORD) Chief.

4-2 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 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 (OTSG); Chief, Army Nurse Corps; Human Resource Command, Ft Knox KY; Medical Readiness Command, Various other Medical Commands; USAREC; Defense Health Agency (DHA), AMEDD C&S HRCoE, and other major Army commands.

b. Organizational Structure. The Command Nurse's Office structure includes a Command Nurse and a Deputy Command Nurse. Additionally, the Nurse's structure includes fourteen Brigade Nurse Counselors assigned to seven geo-brigades that 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 Command Nurse's Office will:

(1) Advise leadership and Subject Matter Experts 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) Collaborate with the USACC Command Surgeon, OTSG, DHA, AMEDD C&S HRCoE, Medical Readiness Command, IACH and other medical activities that impact USACC medical personnel, systems, processes and activities.

(4) Support CST health support planning by the Deputy Command Nurse serving as CST Chief Nurse, coordinating with supporting facilities, agencies and units, tasking Brigade's for Brigade Nurse Counselors (BNC) CST staffing support, supervising BNCs during CST, providing direct support to the executive agent for execution of the CST, and supporting medical units to synchronize and de-conflict health services and supplies.

(5) Provides an Intermediate Rater for all BNCs, normally the Deputy Command Nurse.

4-4 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 the Command Religious Affairs NCO 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) in order 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 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.

(5) Represent USACC at academic seminars, historian conferences and professional events relevant to the Army enterprise.

4-6 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.

4-7 Knowledge Management Office (KMO)

a. Roles and responsibilities. Advises and assists the Commander, CoS, staff Directorates, and Brigades on the implementation of Knowledge Management (KM) principles and enabling knowledge flow to enhance shared understanding within Cadet Command. Enhance mission command through the use of various KM practices that contribute in transitioning information to knowledge as well as supporting the Commander's understanding and decision-making. The KMO is the USACC functional KM proponent and supporting organization for all command KM training, efforts, governance, and strategy.

b. Organizational Structure. The KMO is a USACC special staff office reporting directly to the Chief of Staff.

c. Proponent for:

(1) USACC Proponent for Knowledge Management objectives.

(2) USACC Proponent for the Knowledge Management Steering Committee.

(3) USACC Proponent for the Knowledge Management Working Group.

(4) USACC Proponent for Business Process Mapping.

d. External Coordination.

(1) TRADOC Office of the Chief Knowledge Officer (OCKO).

(2) TRADOC Subordinate Knowledge Management Offices (KMO) and Human Resource Command (HRC) KMO.

(3) TRADOC Knowledge Management Advisory Counsel (TKMAC)

(4) Combined Arms Center (CAC) Army Knowledge Management (AKM) Proponent.

(5) USAG Fort Knox on KM matters relating to the Senior Commander.

e. KMO Functions.

(1) Advise the Chief of Staff on the development and implementation of Knowledge Management strategies and leverage Cadet Command feedback mechanisms that improve shared understanding. Advocate collaboration and knowledge sharing throughout the organization.

(2) Conduct analysis of business processes to identify redundancies, capability constraints, information gaps, performance gaps, or knowledge gaps and recommend KM innovations that improve the transfer and flow of knowledge across the organization.

(3) Oversee and execute the Cadet Command Knowledge Management Steering Committee (KMSC) and lead the Knowledge Management Working Group (KMWG).

(4) Develop and maintain a KM Training Program and recommend KM training that sustains cooperative efforts and a collaborative culture through implementation of best practices to enhance Mission Command.

(5) Advise and recommend effective design, integration, and employment of SharePoint and like collaboration platforms.

(6) Advise on the organizational implementation of content management in the four task areas of creating, organizing, applying, and transferring knowledge.

4-8 The Public Affairs Office

a. Roles and Responsibilities. Serves as principal advisor to the Commanding General, Commanders, Cadre and staff on public affairs activities and functions; communicate 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. Functions and Tasks.

(1) Proponent for all public and internal engagement efforts by the Command.

(2) Develops/reviews and recommends changes to talking points, themes and messages for strategic initiatives/planning and activities; reviewing and recommending changes to public

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

(3) Coordinates 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.

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

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

(6) Responds to media inquiries, subordinate unit, HQs staff and higher headquarters requests for information on Senior and/or Junior ROTC programs or initiatives; conducting interviews, and preparing leadership and subject matter experts for interviews.

(7) Releases Senior and/or Junior ROTC news and information through appropriate distribution channels, coordinate directly with staff, brigades and programs to support their news, press releases, and social media postings.

(8) Provides public affairs guidance to leadership, commanders and PMS' as necessary; conducting public affairs training as required.

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

(10) Conducts USACC CST public affairs planning and execution.

(11) Managing the official USACC interface and informational dissemination on social media and official USACC websites.

(12) Manages the Command's Hometown News Release Program by reviewing and approving completed forms on the Joint Hometown News site.

4-9. Diversity Officer / Strategic Officer Recruiting Detachment (SORD)

a. General. The Diversity Officer is a new position on the USACC Staff. Future updates to the CCR 10-5 will outline the role and responsibilities of the position. The Urban Access Initiative is designed to address the awareness and access gap between the college campus population and the larger market area population, oriented on the high school, community college campuses and an expanded and sustained partnership with influencers. The SORD and subordinate Officer Recruiting Teams are organized and employed as a Pilot to test and assess new marketing, recruiting and networked engagement approaches.

b. Operationally the SORD is a Command level marketing and recruiting element organized to pursue Command level outcomes and objectives. The SORD:

(1) Operates in assigned designated market areas, oriented on a specific marketing and recruiting area of operations.

(2) Coordinates with the programs, brigades and partners to de-conflict messaging, marketing and recruiting.

(3) Expands relationships and cooperates with non-Cadet Command entities in areas current brigade and program capabilities cannot meet.

c. The Strategic Officer Recruiting Detachment Mission. Conduct marketing operations integrated with recruiting and networked engagement in the assigned Designated Market Area to enable an increase in the Designated Market Area's officer representation in Army SROTC and the Army Officer Corps by 2026-2030.

d. The Role of the Strategic Officer Recruiting Detachment. The SORD directs and supervises the Officer Recruiting Team(s) in the conduct of marketing events/advertisements recruiting tasks, and engagements (liaison, partnerships, and outreach). The SORD coordinates with programs and brigades operating in the marketing and recruiting area of operation to de-conflict messaging, recruiting and marketing. The SORD expands relationships, conducts coordination, outreach and liaison activities with Cadet Command and non-Cadet Command entities.

e. The SORD has five core functions:

(1) Conduct Market and Marketing Analysis.

(2) Synchronize Effects Through the Targeting Process.

(3) Conduct Digital Media and Traditional Marketing.

(4) Conduct Officer Recruiting.

(5) Conduct Liaison and Coordination.

f. The SORD is organized with a small functional staff and two or more Officer Recruiting Teams (Figure 4-1). The SORD staff has five full time positions, two military and three civilians:

(1) LTC/O5 (or MAJ/04), Detachment Chief.

(2) CPT/O3 (or MAJ/04), Operations Officer.

(3) GS-0343-12, Program Analyst.

(4) GS-1001-11, Digital Media and Marketing Specialist.

(5) GS-0341-09, Administrative Officer.
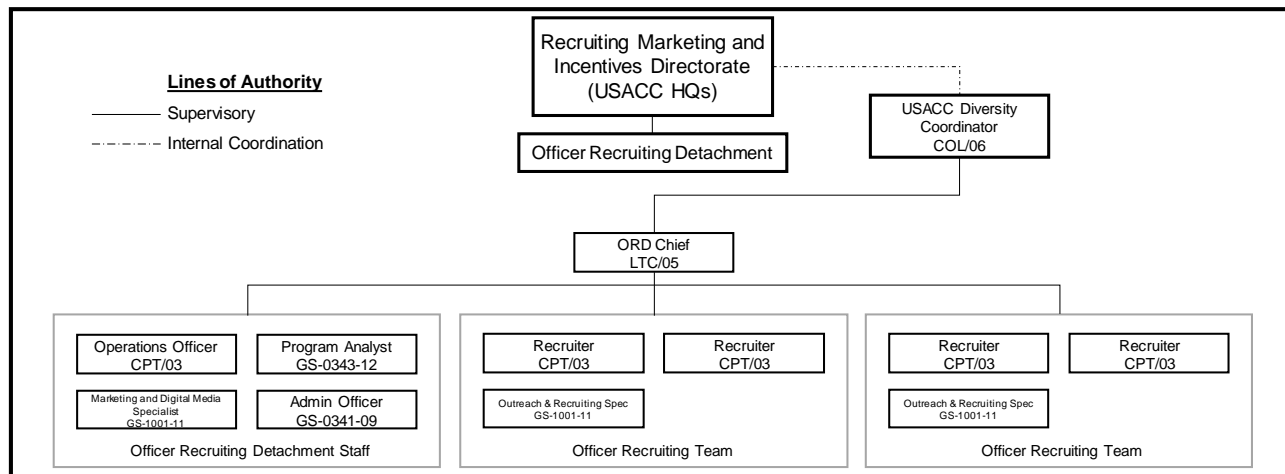
Figure 4-1. Detachment Organizational Chart

g. The Role of the Officer Recruiting Teams. Identify, engage and inform Leads, influencers and networks in the assigned Designated Market Area to increase interest in Army SROTC and handoff Screened Leads to SROTC programs.

h. The Officer Recruiting Team is a uniquely trained and educated recruiting element separate from the program Recruiting Operation Officers and the brigade S2 capabilities and responsibilities. The Officer Recruiting Team is resourced with two company grade Officer Recruiters and one civilian Outreach and Recruiting Specialist. The Officer Recruiting Team is subordinate to the SORD and conducts marketing and recruiting tasks directed by the Detachment Chief. The Officer Recruiting Team is not stationary or "store-front" focused, rather it operates across an established area centered on high school and college aged audiences and populations. The Officer Recruiting Teams do not replace the recruiting and marketing functions and tasks performed by Recruiting Operation Officers on-campus or on Feeder High Schools.

i. The Officer Recruiting Team is responsible for performing the core function of Conduct Officer Recruiting. The Team has four primary task groups that support the Officer Recruiting function:

(1) Find Qualified Candidates.

(2) Leads Generation.

(3) Develop Leads (screening process).

(4) Transition and Handoff Screened Leads to SROTC Programs.

j. An Officer Recruiting Team has three full time positions, two military and one civilian:

(1) 2 x CPT/O3, Recruiting Officer.

(2) GS-1001-11, Outreach and Recruiting Specialist.

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 ACoS, 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 CoS 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 the 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 and three AGR support staff

   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.

       (3) Coordinate with USACC and USARC Force Management teams, and ROTC Brigades to identify locations for AGR Cadre at ROTC Programs to inform the annual command plan update.

       (4) Coordinate with 104th DIV (LT) for prioritization of Adjunct Faculty Cadre to ROTC programs and training requirements.

       (5) Serve as lead coordination element for USAR support to Cadet Summer Training through Task Force Wolf.

       (6) Coordinate the branching and initial unit of assignment process through USARC G1, HRC, and USACC G1 to include CCIM updates of vacancy control numbers. Support component briefs in CST and Virtual Branch Outreach.

       (7) Manages the USAR Gold Bar recruiter program.

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 ACFT 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 and accessing newly commissioned lieutenants.

b. Organizational Structure.
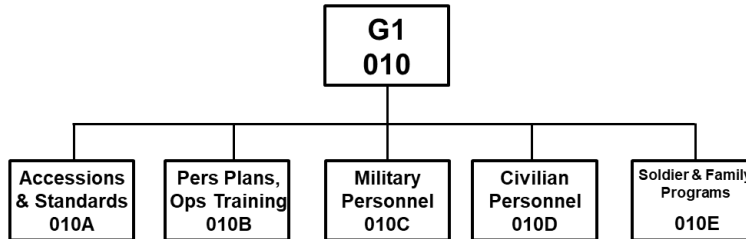
c. Proponent for:

(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 (June 2016).

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

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

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

(6) 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, G35 and TOMA. Officer Accessions and Policy, 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) HRC DEERS Division. Cadet and 2LT CAC issue.

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

(7) 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.

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

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

(10) AAFES. Quality of Life support.

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

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

(13) Ireland Army Community Health Center. Cadre manning, Cadet SRP, Cadet medical record management, Workman's compensation claims.

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

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

(16) HQDA, Office, Chief of Legislative Liaison (OCLL) and Office of the Secretary of the General Staff; HQ TRADOC, Congressional Activities Office and Secretary of the General Staff; White House; DoD, and SECARMY offices. Inquiries (Congressional and other public inquiries and 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) NetUSR 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 Time and attendance policy. [G-8; 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 ASCSIM G9, Family Programs)

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

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

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

(g) Army Substance Abuse Program. (HQDA, Army Resiliency Directorate)

6-2 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 nominative 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 ACoS ARNG and ACoS USAR the command's USAR and ARNG strength.

(g) Manage the AGR PMS/APMS nomination process as necessary and establish rating schemes as appropriate for the AGR soldier's duty position (in conjunction with the 104th Training division).

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

    (b) Monitor the MEDPROS status of the command.

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

    (d) 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) Staff Proponent for Integrated Personnel and Pay System – Army (IPPS-A) fielding and integration.

(7) Present training at the University Senior Leader Course (USLC) and the Human Resources Assistant (HRA) Course.

6-3 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.

(f) Present training at the University Senior Leader Course (USLC), Recruiting Operations Officer (ROO) course, and Human Resource Assistant (HRA) course.

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

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

(3) 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.

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

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

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

(c) Manage time and attendance policy 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.

(5) 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) Oversee and manage the Cadet Command Civilian Personnel Onboarding (C3PO) course.

(a) Serve as the Contracting Officer's Representative (COR) – Requiring Activity (RA).

(b) Perform inspections of task order performance and verify corrected deficiencies.

(c) Monitor contractor's performance and ensure corrections are made by contractors.

(d) Communicate (orally and in writing) with contractor on technical aspects of the contract.

(e) Coordinate availability of government furnished property.

6-4 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) Soldier and Family Programs quarterly 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) Family Readiness Group.

(9) Relocation Readiness and Sponsorship Program.

(10) Child and Youth Services Program.

(11) Exceptional Family Member Program.

(12) Oversee the Isolated Unit Fund Program.

(13) Army Family Action Plan (AFAP)

(14) MS IV & V Outreach

(15) Military Family Life Counselors (MFLCs)

(16) Spouse Employment Resources

(17) Basic Allowance for Housing Program.

(18) USACC Unit Readiness Team (URT).

(19) Quarterly Commander's Ready and Resilient Council (CR2C)

(20) Present training at the University Senior Leader Course (USLC) and the Human Resource Assistant (HRA) course.

(21) Cadet Summer Training Drug Testing Mission.

6-5 Accessions and Standards 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. 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) 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 the 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/AEMO 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) Perform Cadet Actions.

(a) Process Civil Conviction Waivers, Dependency Waivers, Age Waivers, RE Code Waivers, Medical Determinations and Waivers (ICW the Surgeon's Office) for DA G1, DMPM approval.

(b) Publish voluntary active duty orders in lieu of debt recoupment.

(7) Provide Training to Programs.

(a) Present training at the University Senior Leader Course (USLC), Human Resource Assistant (HRA) course, and the Recruiting Operations Officer (ROO) course.

(b) Brigade S1 Initial Command Inspection (ICI) to identify regulatory/policy shortcomings, assist and/or train and to collect and share best practices.

(8) 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.

(9) Liaison for DOD / HQDA / HQ, TRADOC/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) Provide information / support to the US Army Fort Knox Inspector General's office.

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

(10) Brigade Administrative Support.

(a) Assist brigade S1s 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 S1(s), PMS(s) and HRA(s) who use Automated Cadet Actions (ACA), Documentum, and GEARS.

6-6. Personnel Plans, Operations and Training Division

a. Roles and Responsibilities. Develops planning initiatives for personnel support in G1. Oversees personnel support to planning and executing Cadet Summer Training. Oversees the execution of weekly operations within the G-1. Manage Congressional and public inquiries and responses for USACC. Represents G1 at various projects and meetings as required.

b. Major Functions and tasks.

(1) Plan, coordinate and conduct G1 events as required.

(a) Plan, coordinate, conduct, and present training in the Human Resource Assistant (HRA) Course.

(b) Plan, coordinate, and conduct the annual Human Resources Workshop and other events as needed.

(c) Assist in the planning and execution of In-processing of 2LT Gold Bar Recruiters, and other 2LTs who are being assessed onto Active Duty before their regular scheduled Basic Officer Leader Course.

(2) Provide oversight and personnel support for Cadet Summer Training (CST).

(a) 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.

(b) Execute 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.

(c) Execute 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.

(d) Manage the facility and equipment for all CST Welcome Center operations during preparation and execution of CST.

(e) Advise leadership on and provide updates for all CST source documents during preparation and execution.

(f) 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.

(g) Coordinate Morale, Welfare, and Recreation support for CST (ICW MWR and AAFES).

(3) Oversee the execution of weekly operations within the G1.

(a) Track incoming taskers and training requirements and ensure suspense are met.

(b) Coordinate incoming OPORDS and assist development of OPORDS with respective Divisions within G-1 to ensure tasks are met by suspense and G1 OPORDS are published to the field.

(c) Coordinate and/or conduct professional and technical training activities for G1.

(4) Manage incoming Congressional and other public inquiries for USACC and ensure replies are coordinated with Congressional Representatives, Senators, and constituents in a timely manner.

(5) Represent G-1 at meetings and serve on various USACC working groups as required.

(a) Represents G1 and Deputy G-1 at meetings and working groups in their absence and as needed.

(b) Represent G1 by serving on USACC Working groups and participating in USACC special projects and initiatives.

(6) Serve as Staff Proponent for the USACC Army Disaster Personnel Accountability and Assessment system (ADPAAS).

(7) Serve as the Trusted Associate Security Manager (TASM) for managing and administering the Army Senior ROTC Trusted Associate Sponsorship System (TASS) site for providing Common Access Cards (CACs) for SROTC Program University employees and USACC contractors.

(a) Verify and provision USACC Trusted Agents (TAs) who vet and sponsor applicants for CACs.

(b) Monitor and ensure TAs maintain accreditation with annual required training.

(c) Troubleshoot and answer TASS questions for the site from TAs and higher authorities.

(d) Coordinate any issues, outages, and compromises with the Army Service Point of Contact (SPOC).

(e) Act as TA when TA is not available.

(8) Serve as the Contracting Officer's Representative (COR) – Requiring Activity (RA) for the ROTC Support Services Contract (RSSC).

    (a) Perform inspections of task order performance and verify corrected deficiencies.

    (b) Monitor contractor's performance and ensure corrections are made by contractors.

    (c) Communicate (orally and in writing) with contractor on technical aspects of the contract.

    (d) Coordinate availability of government furnished property.

    (e) Provide site entry for personnel.

Chapter 7 DCS, G3

7-1 General

a. Roles and Responsibilities. Monitor, direct and synchronize USACC current and future operations, and provide command-wide oversight for anti-terrorism and force protection programs. Provides supervision and oversight of the Command's safety programs. Oversees the implementation and evaluation of the Army Information Enterprise (AIE) throughout USACC. Directs the planning, coordination and execution oversight of Cadet Summer Training (CST); which includes Advanced Camp, Basic Camp, and CPDT programs. Coordinates and collaborates with TRADOC and USMA on common areas of interest. Coordinates with USAG Knox on select Senior Command issues; maintains situational awareness of Garrison activities. Represents USACC CST requirements at the annual Structure and Manning Decision Review (SMDR) and the POM validation briefing.

b. Organizational Structure.

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   │Division │ │Division │ │ Division │ │  Office  │ │Accessions│
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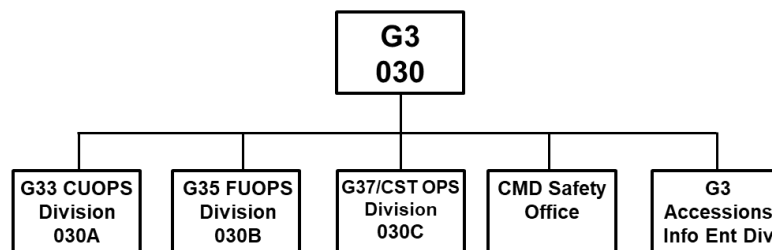
c. Proponent for:

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

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

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

d. External coordination:

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

    (2) OPM/OSD. Personnel Security.

    (3) TRADOC G2, CCF, PSI-COE. Personnel Security Actions.

    (4) United States Military Academy (USMA).

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) 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 & Fort Knox operations through planning near-term events, SIR reporting, readiness reporting (USR/Quarterly TRADOC CUSR SVTC) 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, physical security, Emergency Management and Personnel Security actions.

b. Major Functions and Tasks.

(1) Direct and Monitor Current Operations.

    (a) Assess requirements, directives and taskings from USACC Command Group, IMCOM, AMC, TRADOC G3/5/7, AEMO and DAG1; determine appropriate branch, installation directorate/agency or tenant unit/organization 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. Report incidents that meet higher headquarters CCIR criteria through the TRADOC Electronic Reporting Portal (ERP).

    (d) Installation Schools Management.

    (e) Installation Ceremonial Cannon Management.

    (f) Installation Barrowed Military Manpower (BMM) management and synchronization.

(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, IMCOM, AMC and DA orders and publications for policy/regulatory changes that impact USACC and Installation priorities and functions.

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

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

(4) Unit Status Report (USR) & Quarterly TRADOC CUSR SVTC.

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

(b) Request, receive and process readiness 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 via the Army Conference Tracking Tool.

(b) Maintain oversight of conference packet approval and implementation; track suspenses and submit conference post event report to TRADOC via the Army Conference Tracking Tool (ACRT).

(c) ICW ESD and Fort Knox Garrison staff, conduct Event/Ceremony planning, publish Event taskings, orders and staff products to support execution of special events/ceremonies.

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

(e) Command proponent for USACC participation in the USMA National Conference on Ethics in America (NCEA), USMA Mission Command Conference (MCC), and USMA Annual Sandhurst Competition.

(6) Conduct Current Operations Planning & Coordination.

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

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

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

(d) Provide command and installation level planning and management of special events, 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.

(e) Provide oversight of the Emergency Management program for USACC. Maintain liaison with Installation / Garrison directorates for emergency response.

(f) Execute USACC Continuity of Operations Plan (COOP) IAW established CONOP.

(g) Provide briefings for incoming Brigade command Teams, Professors of Military Science (PMS) and Senior Military Science Instructors (SMSI) the DoLD-E lead University Senior Leaders Course (USLC).

(h) Provide Country briefs and Security awareness briefs to all USACC OCONUS travelers.

(i) Maintain liaison with Fort Knox Garrison, NORTHCOM, ARNORTH and TRADOC security managers.

(8) 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 to ensure submission to the Office of Personnel Management from subordinate personnel security managers.

(d) Monitor Joint Personnel Adjudicative System (JPAS) and Defense Information Security System (DISS) 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).

(f) Provide briefings for incoming Brigade command Teams, Professors of Military Science (PMS) and Senior Military Science Instructors (SMSI) the DoLD-E lead University Senior Leaders Course (USLC).

(9) Installation Schools Management.

(a) Provide oversight and management of installation level schools.

(b) Plan and resource execution of DA and DoD directed courses and training requirements.

(c) Maintain Installation level Order of Merit List (OML) for Basic Leader Course (BLC) attendance. Allocate, distribute and manage seat allocations to installation tenant organizations through ATRRS.

(d) Master Resiliency Training Program oversight (DoLD-E is proponent for curriculum).

(10) Installation Ceremonial Cannon Management.

(a) Oversees the usage of the installation 105MM ceremonial cannon battery.

(b) Ensures operational readiness through operator level preventative maintenance and direct support level services.

(c) Provides training and certification of installation tenant organization cannon crews.

(d) Maintains scheduling requirements and de-conflicts usage with tenant organizations and Garrison staff.

(e) Issues cannons to using organizations. Upon return, ensures cannons are clean and operator level maintenance is complete before acceptance.

(f) Provide ammunition operations support to tenant organizations that do not have habitual ammunition accounts established with Fort Knox Ammunition Supply Point (ASP).

(11) Installation Barrowed Military Manpower (BMM) management and synchronization.

(a) Receive and maintain installation tenant organization monthly Troops to Tasks lists.

(b) Receive requests for BMM support and identify organizations to support requirements ensuring an equitable distribution of taskings across installation organizations.

(c) Publish installation orders to supporting organizations. Track supporting organization compliance to taskings.

(d) Maintain liaison with supported and supporting organizations to ensure coverage and task completion.

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 FRAGORDs as directed/required); develop metrics for task accomplishment.

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

(b) Establish staff planning teams/cells for task analysis/development of Operational Plan 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 Decision Cycle Operation Process (DCOP) and Battle Rhythm.

(5) Maintain the USACC Long Range Operational Calendar.

(6) Provide oversight to DTMS.

(7) With assistance from DoLD-E, serves as the primary staff lead for the George C. Marshall Leadership and Awards Seminar.

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

7-4 G37 Cadet Summer Training (CST) 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 CST (AC, BC, CPDT, and Internships). Represent the command with TRADOC Training Forums, and FORSCOM, MEDCOM, 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, and conferences that impact CST or off-campus training outcomes and requirements.

        (c) Proponent for and a voting member to the Centers of Initial Military Training (CIMT) for BOLC-A tasks and Program of Instruction aligned with these tasks during CST. Partnering with Cadet Command Director for Leader Development and Education (DoLD-E), who owns on-campus curriculum, to ensure that all BOLC-A tasks are trained and evaluated over the Cadets four years of training.

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

        (e) 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.

        (f) 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.

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

        (h) Manage TADSS in support of Cadet Summer Training.

        (i) Prepare CST regimental training schedules and manage land, ammunition and training facilities in support of CST. Staff proponent for the CST stationing plan.

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

    (2) Manages the CPDT Programs - CST planning, preparation, execution, and assessment.

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

        (b) Execute Planning and Coordination for AC/BC/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 (AC/BC/CPDT) RFF to TRADOC (submission to DA).

(e) Develop, submit, and revise the CST 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 AC and BC regiments).

(h) Develop and execute an assessment plan to support AC and BC outcomes.

(i) Develop and execute the Cadre 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, transportation (G-4), and billeting (G-4).

(m) Conduct Information Management ISO CST Commandant and key leaders information requirements.

(n) Partners with USMA to developed shared, common USMA/USACC Cadet Summer Training opportunities.

7-5 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. Exercises staff supervision over an organization's safety program, risk management, and accident prevention activities.

b. Organizational Structure. The Safety Office is organized with three Full-time personnel for the USACC safety program: a Safety Manager, Deputy Safety Manager and one Safety Manager (a requirement without authorization that is resourced with USACC funding). TRADOC Safety completed a manpower requirements study in 2021 that identified 17 additional manpower requirements for the USACC Safety Office, one in the HQs and 2 per Brigade HQs, to meet the DA requirements of the Safety program (the Study is pending USAMAA validation and HQ DAG3/5/7 FMD approval). Additionally, to meet the Safety protocols and requirements for annual Cadet Summer Training, the USACC Safety Office receives augmented surge support of 11 Safety Officers/Administrative from USACC SROTC Programs, TRADOC, and a summer hire.

c. The Safety Office is responsible for:

(1) Manage the USACC Safety Program for the Commanding General. The safety program consist of the five core functions for the Army Safety Management System which are:

program management; training and promotion; inspections/assessments; mishap investigation reporting and analysis; and hazard analysis and countermeasures.

(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 ICI.

(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 to support.

(7) Responsible for safety oversight during Cadet Summer Training, which consists of accident and heat illness prevention, accident tracking and analysis, Task Force Safety Officer integration, and providing safety guidance to leadership.

7-6 G3 Accessions Information Environment (AIE) Division

a. Roles and Responsibilities. Responsible for the implementation and evaluation of the Army Information Enterprise (AIE) throughout USACC. Coordinates with external agencies as appropriate in order to enable AIE implementation Army wide.

b. Major Function and tasks.

(1) Collaborate with TRADOC, PMO, Stakeholders, and solution provider to develop functionality to meet USACC requirements.

(2) Coordinate with USACC HQ, Brigades, and Program AOs to gather expert input from SMEs at all echelons to inform system development.

(3) Coordinate all actions and inputs with the TRADOC Functional Team (FT).

(4) Serve as the primary USACC representative to all AIE Working Level Integrated Product Team (WIPT), system reviews and working groups, ensuring Cadet Command requirements are integrated into AIE processes.

(5) Plan and coordinate testing and pilot programs.

(6) Plan user training and system deployment to users at all echelons.

(7) Coordinate train-the-trainer (T3) training and preparation of all Brigade T3s to support training plans.

(8) Develop and implement organizational change management plan to facilitate USACC workforce awareness and acceptance during development and fielding.

(9) Coordinate w/staff and brigade SMEs to develop AS-IS business process maps in sufficient detail to inform SP, and establish baseline for development of user process guides.

(10) Collaborate w/TRADOC, PMO, and USACC G6 to establish cloud access from approved devices on military and commercial networks (.edu).

(11) Coordinate w/TRADOC, and USACC G6 to establish help-desk capability to support user community.

(12) Coordinate all contracting, budget, POM actions in support of G3 AIE Division and AIE fielding within USACC.

Chapter 8 DCS, G4

8-1 General

a. Roles and Responsibilities. Manage, plan, coordinate and establish policies and guidance for all logistics, property book, facilities, and acquisition support for JROTC, SROTC and Cadet Summer Training (CST) in accordance with statute, Army regulations and Army training doctrine.

b. G4 maintains an operations section that coordinates and synchronizes G4 operations, conducts coordination and planning support with USACC staff and maintains internal management controls for G4 staff actions and information management requirements. The section is responsible for coordinating, scheduling, and managing the Logistics Readiness Reviews (LRR) with TRADOC and USACC brigades.

c. Organizational Structure.

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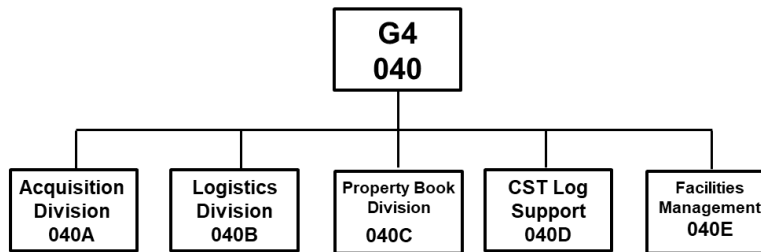
d. External coordination:

(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) Tank-automotive and Armaments Command (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 TACOM Central Management Office (CMO).

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

(5) Defense Logistics Agency (DLA). Provides supplies, equipment, and other materiels. The agency also disposes of excess or unusable equipment through various programs.

(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, and related policy and distribution support.

(9) Office of Secretary of Defense (OSD). Approval of Senior Military Colleges annual uniform commutation allowances.

(10) Office Assistant Chief of Staff for Information Management (ACSIM). Non Tactical Vehicle Fleet management.

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

(1) Operations Process. [DA G4, TRADOC G1/G4, USACC G3].

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

(3) Logistics Division. [DA G4, TRADOC G1/G4, US Army Garrison, Ft. Knox/IMCOM, OSD, ACSIM].

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

(5) Training Support Division. Cadet Summer Training (CST). [DA G4, TRADOC G1/G4, USACC G37].

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

8-2 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. Support to USACC initiatives and training/operations planning for contracted services and supplies exceeding the micro-purchase limits.

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

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

(4) 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.

8-3 Logistics Division

a. Roles and Responsibilities. Responsible for developing/implementing 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) 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 / execution of CST, and training at the Battalions / Programs.

(2) Oversees the Kentucky Logistics Operations Center (KYLOC).

(a) TACOM/USACC OCIE Direct Ordering (ODO).

(3) Oversees 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.

(f) Oversees the commands utilization of the DA Fleet Management Information System.

(g) Process alleged Mis-Use reports for the command.

(h) Process Agency Incurred Expenses (Bill-Backs).

(4) FLIPL processing for CoS and CG endorsement using the eFLIPL system.

8-4 Property Book Division

   a. Roles and Responsibilities. Responsible for managing the data quality, operation, and training of the Global Combat Support System-Army (GCSS-A) in USACC. Providing inventory and management oversight, policy development and interpretation of Army regulations for property accountability.

   b. Functions and Tasks.

      (1) Property Management / Asset Visibility.

         (a) Oversees command's equipment TDA changes.

         (b) Provide Equipment Status Reporting; Equipment on hand (EOH) and ERC readiness codes.

         (c) Oversees the Command Supply Discipline Program (CSDP).

         (d) Participates as a team member of the command's Initial Command Inspection (ICI).

         (e) Coordinate equipment fielding.

         (f) Provide Command oversight of Annual, Sensitive Items, Change of Primary Hand Receipt Holder/Change of Property Book Officer, and Cyclic Inventory Reports.

         (g) Review FLIPLs for administrative correction and reports monthly updates for command oversight.

         (h) Tracks, coordinates, and approves Lateral Transfers, Turn-ins through the Decision Support Module (DST).

         (i) Validates and coordinates Department of Defense Activity Address Code (DoDAAC) / Unit Identification Code (UIC) requests through the Army Enterprise Systems Integration Program (AESIP) and GCSS-A for configuration.

      (2) Property Book

         (a) Consolidated Property Book Officer (PBO) for JROTC and PBO for HQ USACC.

         (b) Ensures command equipment authorizations are on hand and/or on valid requisition; requisitions both standard and non- standard equipment.

         (c) Determines accountability requirements for equipment purchased through contract, and Government Purchase Card (GPC).

         (d) Oversees cataloging of non-standard equipment for the commands lifecycle replacement program.

(e) Validates and coordinates DoDAAC requests with USACC G8; submits requests through the Army Enterprise Systems Integration Program (AESIP) and GCSS-A for configuration.

8-5 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) Coordinate with USACC G3 in shaping the CST Concept of Operations to ensure sustainment execution is seamless during CST.

(2) Develop the logistics personnel and equipment requirements for USACC Request for Forces (RFF) input, and refine language within the DAEXORD to support the RFF.

(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, lessons learned, and update internal processes, policies, and procedures where applicable.

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

8-6 Facilities Management Branch

a. Roles and Responsibilities. Responsible for management of building-related property.

b. Functions and Tasks.

(1) Develop policies for USACC's facilities on FKKY.

(2) Oversees facilities management for USACC on FKKY.

(3) Oversees space utilization.

(4) Serves as the Energy Conservation Officer (ECO).

(5) Provide facilities assistance to BDEs outside of FKKY.

(6) Prepare and process facilities/range upgrade and sustainment contracts to support CST operations.

(7) Assist the USACC G3 in the planning of Billeting, Training Areas, and Ranges utilized during Cadet Summer Training.

(8) USACC liaison for facilities issues with DPW and Garrison.

(9) Manages the Leased Government Housing Program.

Chapter 9 DCS, G5

9-1 General

   a. Roles and Responsibilities. Primary staff responsible for strategic and operational 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; provide oversight for and integration of the Commander's Initiatives Group (CIG).

   b. Organizational Structure.

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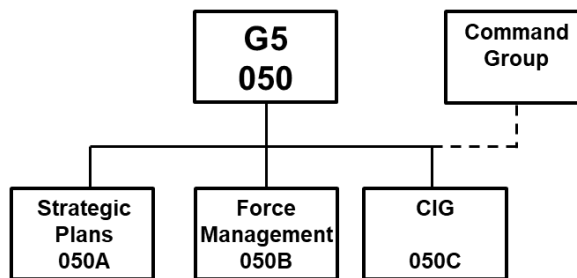
   c. Proponent for:

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

      (2) Cadet Command Regulation 570-4 USACC Manpower Processes and Procedures.

      (3) Cadet Command Pamphlet 145-1-1 Procedures for Establishing, Reclassifying or Disestablishing a Senior Reserve Officers' Training Corps (SROTC) Unit.

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

      (5) Annual SROTC Program Assessment Review and Analysis.

      (7) Congressional liaison and information requests.

      (8) Force Management and Manpower analysis.

   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 and Campaign Plans, TRADOC Governance Forums, TRADOC Cost-Benefit Analysis (C-BA), the Army People Strategy and the Army's Accessions Enterprise.

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

(4) Office of Chief Legislative Liaison [OCLL]. Congressional information and inquiries.

(5) Army Congressional Budget Liaison Office [SAFM-BUL]. Congressional information and inquiries.

9-2 Strategic Plans Division

a. Roles and Responsibilities. Conduct strategic and operational level analysis and projects as directed by the CG, DCG and CoS. Plan, develop and analyze the command's strategic planning objectives; responsible for the command's Operational 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 Operational Plan.

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

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

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

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

(6) Review national demographic forecasts and long range Army requirements to re-balance the command's programs to best recruit from the college aged population.

(7) Staff proponent for Cost Benefit Analysis (C-BA) for organizational changes.

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 Department 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 ROTC program Force Design.

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

    (b) Manage Total Army Analysis (TAA) and grade plate analysis.

(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 and Studies.

(4) SROTC program manpower authorizations staffing standards and allocation rules.

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

9-4 Commander's Initiatives Group

a. Roles and Responsibilities. The Commander's Initiatives Group (CIG) conducts planning, concept development, executive communications and Congressional affairs in direct support of the CG and the Command Group. The CIG is responsible to assist the CG understand, visualize, and describe unfamiliar problems and develop approaches to solve them. The CIG develops a strategic engagement strategy for the CG and the Command Group and synchronizes command messaging across functional domains. The CIG responds to high-priority and/or time-sensitive information requests from external entities and coordinates the command response across the staff. The CIG coordinates externally on command level special initiatives with DA staff, TRADOC staff and subordinate elements, international armies, and research agencies.

b. Major Functions and Tasks.

(1) Develop the CG's priorities and objectives ensuring nesting with higher headquarters.

(2) Assist the CG and staff in framing problems, challenging assumptions, defining end state conditions and broadening the understanding of the operational environment.

(3) Provide special topic analysis and writing for the command group.

(4) Monitor business/science advances, research and studies to drive innovation.

(5) Execute CG special initiatives in support of transformative change.

(6) Conduct independent critical reviews and analysis of plans and concepts to identify potential vulnerabilities and mitigate risk.

(7) Develop and synchronize the CG's strategic engagement plan and executive communications.

(8) Prepare the CG and Command Group representatives for participation in GO level forums and engagements.

(9) Provide legislative liaison, congressional engagement and speechwriting support.

(10) Develop tailored command information products for engagements with distinguished visitors and external stakeholders.

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.

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 Division        & Programs         Management
 060A            060B               & Integration
                                    060C
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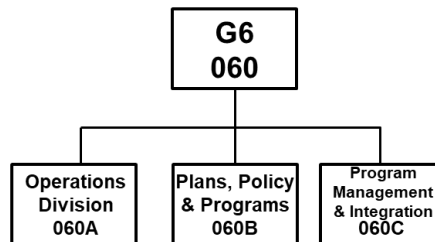
c. Proponent for:

(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, IT applications, IT tools, 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 technical training on use of IT capabilities and tools; Conduct management oversight and tracking of IM/IT assets.

b. Major Functions and Tasks.

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

(2) Manage the USACC Information Security program.

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

(4) Manage a comprehensive USACC C4IM Portfolio.

(5) Manage the USACC Information Assurance program.

(6) Manage the Media Operations Center.

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

(8) Basis of Issue (BOI) Management.

(9) Manage Postal Program.

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

(11) Audio/Visual Conferencing support and management.

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) Cadet Summer Training (CST) planning and execution.

(2) Manage a comprehensive USACC C4IM portfolio.

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

(4) 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.

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

(6) Manage the G6 IT budget, acquisition requests and property accountability of IT equipment.

(7) Manage the USACC Publications and Forms Program.

(8) Manage the USACC Records Management Program.

(9) Review, validate accuracy and manage annual budget documents to acquire IT resources.

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 that support USACC goals; conduct, track and report project management of the commands C4IM initiatives.

b. Functions and Tasks.

(1) Oversee the USACC IT/IM change management process.

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

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

(4) Web Master technical management, control, and software development over all USACC websites, and ensuring site(s) conform to Army Web site requirements (IAW DA PAM 25-1-1).

Chapter 11 DCS G8

11-1 General

a. Roles and Responsibilities. Primary staff responsible for USACC (SROTC, JROTC and Senior Mission Command, Fort Knox) policies, procedures and directives that support financial management activities including programming, budget development, budget execution, Cadet and Scholarship Pay, and managerial accounting support to host and tenant activities on Ft. Knox.

b. Organizational Structure.

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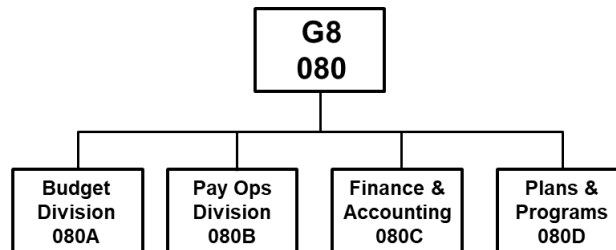
c. Proponent for:

   (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) HQDA/TRADOC Manning Program Evaluation Group (MM PEG); TRADOC G8 Program Analysis & Evaluation (PA&E); Program Objective Memorandum (POM) process.

   (2) Army Budgeting Office; TRADOC G8 (Budget). SROTC & JROTC annual budget execution.

   (3) DFAS. Cadet and Civilian Pay actions.

   (4) Military Installation Contract Center (MICC). Cardholder and billing official applications and contract actions.

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

   (1) POM/Budget Process.

      (a) POM Development Process.

      (b) Annual Budget Guidance Process.

      (c) Annual Operating Budget Process.

   (2) Budget Execution Process.

(a) Command Budget Policy.

(b) Current Year Budget Execution.

(c) Funds Control.

(3) Cadet Pay Process.

(a) Scholarships (Tuition & Fees and Room & Board).

(b) Cadet Pay and Entitlements.

(c) Debt Collection Process.

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

(a) Internal Control Process.

(b) Audit Readiness.

(c) Army Systems Fielding Process.

(d) Travel Management Process.

(e) Civilian Pay Customer Service Representatives.

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, Army (MPA).

b. Major Functions and Tasks.

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

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

(3) 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 audit trails; finalize budget estimates and brief for approval of the annual budget.

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

(5) Analyze the President's Budget for decrements or increases to USACC funding levels using Cman and PROBE.

11-3 Budget Division

a. Roles and Responsibilities. Develop and implement the command's budget policy; perform 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) Maintain the current year USACC Budget.

(a) Prepare and maintain Civilian awards budget for the Command.

(b) Prepare and maintain total 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.

(2) Project MTSA execution.

(3) Analyze & Reconcile Budget Execution.

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

(b) Request modifications to close out contracts.

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

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

(e) Post monthly obligations, perform variant analysis, between spend plan and actual obligations; request increases in Program, AFP, or Allotment where applicable.

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

(4) Funds Control.

(a) Execute transaction code FMBB to distribute AFP and allotment in GFEBS.

(b) Ensure the Cadet Command Audit Trail is in balance with TRADOC's TIGER database.

(c) Provide obligation targets to the HQ and brigade support teams.

(d) Ensure the Cadet Command Audit Trail and Obligation Targets are currently reconciled

(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.

(c) GPC Resource Management Program Administration (attach lines of accounting to cardholders and billing officials; adjust GPC limits).

(d) Check GFEBS to ensure GPC charges posted.

(e) Create initial lines of accounting for AXOL.

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

(g) Process US Bank rebates/credit checks.

(h) Process PRs/POs for miscellaneous payments (except for scholarship payments).

(i) Adjust GFEBS for UMTs and IDOCs errors.

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

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

(l) Staff Acquisition Packages for G8 approval of transportation requests, MIPRS, WBS elements, and contracts.

(m) Coordinate/staff Installation Service and Support Agreements. Maintain support agreements in G-Invoicing repository.

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; apply policies and directives; review reports and statistical data.

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

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

(d) Receive, verify, process, reconcile and close out Summer Training Cadet Pay actions for: Basic Camp, Advanced Camp, and CPDT.

(e) Receive, verify, process, reconcile and close out Cadet Incentives pay actions, e.g. CLIP Bonus or Basic Camp 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, update and maintain school files for payments received, processed and paid.

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

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

(d) 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.

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

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

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

(e) 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 the 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 program 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. Resolve the pay inquiry if possible; if not, contact DFAS-IN and generate a "Remedy Ticket".

(b) Bi-weekly payroll processing. Review and resolve 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.

(e) Transferred Employees: review employee's 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 and C3PO courses.

(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 Un-Submitted Voucher reports in DTS.

(h) Run Compliance Audit Tool within DTS ensuring Cadet Command's travel documents are approved 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 Command's GUTC corporate/transaction accounts.

(m) Run CCRS reports regarding GOVTC/CBA delinquencies, pre-suspension, and 10% audit review reporting to higher headquarters.

(n) Create lines of accounting in DTS.

(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) 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 (UMD's, UMC's).

(c) PowerTrack management.

(d) Prepare Contingent Liability Reporting.

(e) Manage Global Combat Support System-Army (GCSS-Army).

(f) Conduct Defense Management Office Quarterly Cash Count.

(h) Clear all unliquidated obligations for prior year travel and supply transactions.

(i) Prepare all delegation memos for G-8 employees.

(j) Input all data for CMA Payroll.

(j) Turn in all funds for prior years.

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. Provides Civilian Personnel Management – Manage Workforce Development. Oversees command career programs, directly or through coordinated efforts. Oversees command wide Civilian Training Program. Review and process individual requests for Civilian training; route to the appropriate approval authority.

c. Organizational Structure
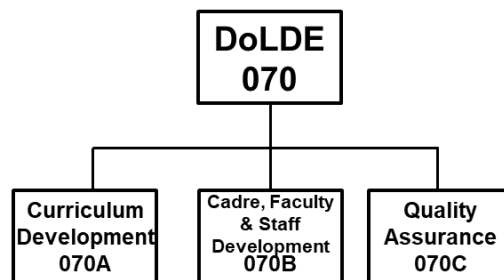
d. Proponent for: CCR 145-3, SROTC Basic Officer Leader Course-A On Campus Training and Leadership Development (Sep 2011).

e. 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) Army Profession and Leader Development Forum (APLDF). [TRADOC/CAC]

(10) Army Learning and Coordination Council (ALCC). [TRADOC/CAC]

(11) Policy, Guidance and Oversight Committee (PGOC). [CAC/ArmyU]

(12) Learning Systems Committee. [CAC/ArmyU]

(13) Learning Continuum Committee. [CAC/ArmyU]

(14) Learning Sciences Committee. [CAC/ArmyU]

(15) Army Educational Advisory Committee (AEAC) Strategic Education Sub-committee. [CSA/USAWC]

(16) Army Accessions Directorate/Center for Initial Military Training (CIMT), USACC Lead for BOLC-A CCTL Pre-commissioning. [TRADOC]

(17) Army Human Dimension. [TRADOC, Army Futures Command]

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

(1) CFSDD 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 Faculty, and Staff Development Division (CFSDD)

a. Roles and Responsibilities. Manages all Cadet Command SROTC resident and distance learning instructor, cadre, and staff 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 Master Educator, University Senior Leader, Common Faculty Development-Instructor Course, 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, 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 Leader Development Strategy (LDS).

(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.

(13) Manage the USACC Learning Content Management System (LCMS), video hosting and video media storage.

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) 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.

(4) 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.

(5) Manage and oversee the USACC on-campus POI Development.

(a) Direct the on-campus SROTC ALM compliant curriculum and POI development for SROTC curriculum development.

(b) Lead curriculum development work groups and reviews; participate in Army and TRADOC educational and training forums; coordinates with G3/CST to integrate and synchronize CST program into the Leader Development Strategy (LDS).

(c) Lead for the USACC Leader Development Strategy (LDS) and on-campus Leadership Development Program; coordinates with the G37 lead to synchronize inputs from CST summer programs such as Basic Camp, Advanced Camp, CPDT and internships into the CCLDS.

(6) 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 G37/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.

(7) 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.

(8) Collaborates with CFSDD in the design, development, publication and maintenance of the Leader Development Strategy (LDS).

(9) Coordinate with USMA to synchronize combined USMA and USACC Cadet Outcomes and Objectives.

(10) 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.

12-4 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 Initial Command Inspection (ICI) 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 USACC'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 hot wash 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 Initial Command Inspection Program.

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.

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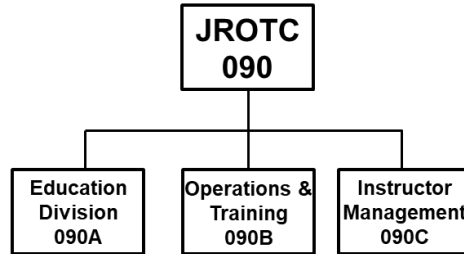
c. Proponent for:

(1) DoDI 1205.13, JROTC Program (21 May 2021). [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 (15 Jan 2017).

(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.

13-2 Education and Curriculum Division

a. Roles and Responsibilities. Responsible for the design, development, implementation, and evaluation of the JROTC curricula and associated teaching and learning materials to ensure they meet national accreditation standards (COGNIA), school districts criteria, and 21st century framework for education. Participate in education forums and engage in dialogue with school principals, superintendents, and appropriate accreditation agencies to further strengthen relationships in support of Army JROTC programs.

b. Functions and Tasks.

(1) Assist in the Management of the JSOCC Instructor Courses.

(a) Assist in Developing and facilitating education topics in the JROTC Instructor Basic Training Courses.

(b) Assist in Developing and facilitating education topics in the JROTC Instructor

(c) Advance Training Courses.

(d) Assist in Developing and facilitating education topics in the JROTC Instructor Train the Trainer Course.

(e) Coordinate support requirements for curriculum topics at Brigade Summer Workshops (x9 workshops).

(2) Manage the JROTC Accreditation Program.

(a) Oversee the JROTC Program of Accreditation (JPA) (CCR 145-8-3).

(b) Collect and analyze JPA data to identify where standards are met and where standards are not being met.

(c) Direct and oversee corrective actions and collect additional data.

(d) Manage strategic partnership materials, survey responses.

(e) Assist JROTC Instructors with State Teacher Certification Requirements when a state D.o.E. or a School District inquiry about Instructor certification.

(f) Conduct an assessment of the policy changes, state standards, or revisions to instructional guidance to identify suitable solutions.

(g) Dialogue with the State or School District to finalize the certification issue/question.

(h) Develop and Implement JROTC program evaluation measures (teacher, principal, student, stakeholders).

(i) Prepare and submit the accreditation standards progress report.

(3) Manage the JROTC Curricula and Co-curricular Educational Events.

(a) Develop and manage Learning Content (Curriculum Manager).

(b) Develop and Maintain Curriculum Publications for JROTC HS Classrooms.

(c) Design and Develop Distance Learning (DL) Content for Cadets.

(d) Assist in the Identification and development of learning materials for the Instructor Distance Learning (DL).

(e) Assist with the coordination, management, and conduct of the JROTC Leadership and Academic Bowl (JLAB).

(f) Administer JROTC National Annual Essay Contest.

(g) Oversee and Provide Input to JSOCC Courses and Curriculum Contracts.

(h) Update and Publish the JROTC Academic Handbook.

(i) Complete crosswalks of the JROTC courses to school and State standards.

(j) Identify recommended in-kind credit based on the crosswalk analysis including, but not limited to: CTE, health, PE, geography, history, civics, finance.

(k) Coordinate with appropriate agencies to assist homeschool students in gaining access to the JROTC program in accordance with CCR 145-2.

(l) 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.

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, suitability, 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) Assist with Training and Operations Division in development of recruitment and marketing plans to attract, screen and select quality instructors.

(b) Process applications and provide customer service to potential hires. Process Requests for JROTC Instructor Personnel Actions.

(c) Maintain the JROTC Instructor and Applicant Database and Information Files.

(d) Continue to implement and enforce Childcare National Agency Check with Inquiries (CNACI) guidelines and policies for JROTC instructors.

(e) Coordinate with JROTC Training and Operations Division to develop and implement JROTC Qualification Instructor Packet (JQIP) for JROTC instructor hiring procedures.

(2) Provide Pay Operations Support.

(3) Provide reimbursement to schools participating in Army JROTC Program.

(4) Manage the Instructor Pay Operations.

(5) Support the execution of the JROTC Command OIP and Initial Command Inspection (ICI) of Brigade JROTC Staff.

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 training courses for all JROTC faculty and staff. 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 and support and sustainment and enhancement requirements. Compiles and submits Army JROTC program reports and information required by the Command, DA, DOD, and Congress.

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) Revise and update Strategic Plan in order to ensure it remains viable with continuing DOD and educational requirements.

(c) Coordinate Program Advisory Committee (PAC) activities and ensure they complement JROTC Directorate and USACC's policies and programs.

(d) Manage and provide oversight for the JROTC automation systems to support JROTC training, operations and administrative programs. Systems include the JROTC Command and Information Management System (JCIMS), JROTC Unit Management System (JUMS), and JROTC Qualification Instructor Packet (JQIP).

(e) Develop and publish the bi-annual Congressional Report on Army JROTC Units. Provide responses for congressional and/or OSD inquiries and RFIs.

(f) Develop and publish the JROTC Training and Operations Guidance for Brigade JROTC staff, units, and personnel.

(g) Coordinate and provide oversight for JROTC STEM events, projects, and competitions.

(h) Plan, direct, and oversee JSOCC courses, operations, policies and directives.

(i) Schedule and execute JROTC Staff Functional, JROTC Instructor Basic and Advance courses.

(j) Maintain JSOCC student enrollment requirements and training records in JCIMS.

(k) Revise and manage the JROTC Distance Learning (DL) Courses for JROTC Instructors.

(l) Coordinate with JROTC Education and Curriculum Division to assess JSOCC training and education needs based on teacher certification standards, stakeholder feedback, and Army and DOD directives.

(m) Provide oversight of the JROTC budget. Coordinate budget allocation meetings with USACC G8, and allocation of budgets to the Brigades.

(n) Serve as the JROTC lead for JROTC functions of functional analyzes. Coordinate with USACC G5 and other Directorates to annotate functions and distribute of tasks.

(o) Serve as the JROTC lead for the annual POM. Coordinate with USACC G8 and other Directorates as needed for completion of POM spreadsheets and funding input.

(p) Develop JROTC Basic and Advanced Instructor Course Lesson Plans IAW DoD/DOE policies and processes.

(q) Manage the JROTC training and operations records, reports and files.

(r) Develop and oversee the execution of the JROTC Command OIP and Initial Command Inspection (ICI) of Brigade JROTC Staff.

(s) Maintain the Army JROTC Program OML, and manages the establishment and disestablishment of programs based on DA guidance and funding.

(t) Provide annual and ad hoc program data reports as requested.

(u) Develop recruitment and marketing plans to attract quality instructors.

(2) Manage and oversee Army JROTC national co-curricular events and activities.

(a) Research and explore opportunities for co-curricular expansion.

(b) Coordinate and conduct the annual Army JROTC National Drill Competition and Championship.

(c) Coordinate JROTC unit participation in the Air Rifle Marksmanship Championship.

(d) Coordinate JROTC unit participation in the annual National Raider Challenge Championship.

(e) Coordinate for the National High School Drill Team Championship (NHSDTC).

(f) Coordinate JROTC unit participation in the annual National Fitness Competition.

(g) Coordinate the JROTC Leadership Challenge (JCLC) Program. Coordinate with the JROTC Education and Curriculum Division to facilitate integration of JCLC and STEM events.

(h) Coordinate, manage, and execute the JROTC Leadership and Academic Bowl (JLAB).

(i) Coordinate JROTC unit participation in National Cyber Patriot events and activities

(3) Manage JROTC Mission Support Activities – Provide Logistics Support.

(a) Manages the JROTC acquisitions/contract process.

(b) Provide logistical support for JROTC collective events.

(c) Manages the JROTC automation life-cycle support plan for JROTC units and brigade staffs.

(d) Develop, maintain, and post content to JROTC public website.

(e) Provide oversight of the JROTC budget. Coordinate budget allocation meetings with USACC G8, and allocation of budgets to the Brigades.

(f) Serve as the JROTC lead for JROTC functions of functional analyzes. Coordinate with USACC G5 and other Directorates to annotate functions and distribute of tasks.
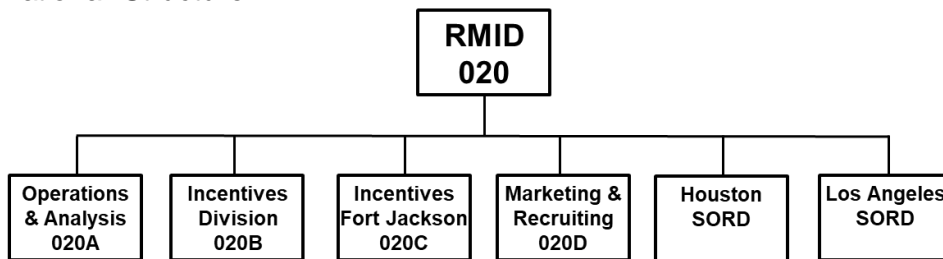
(g) Serve as the JROTC lead for the annual POM. Coordinate with USACC G8 and other Directorates as needed for completion of POM spreadsheets and funding input.

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. Assists in the development of the Command's communication strategy/plan with key themes and messages nested with the USACC Strategic Plan objectives, goals and priorities. Plans, coordinates, administers and assess the Command's talent acquisition efforts including marketing, outreach, recruiting, retention and incentives strategy, policies & programs, to include oversight of the Strategic Officer Recruiting Detachments (SORD). Initiates and integrates research and analysis to describe the USACC operational environment.

b. Organizational Structure.

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│& Analysis││ Division ││Fort Jackson││Recruiting ││  SORD   ││   SORD    │
│  020A   ││  020B    ││  020C    ││   020D   ││         ││           │
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c. Proponent for:

(1) USACC Regulation 145-1, ROTC Incentives Policy (Aug 2016).

(2) USACC Regulation 145-04, ROTC Marketing Advertising and Publicity to Support Enrollment (Jun 2019).

(3) USACC Regulation 145-6, Green to Gold Program (Jan 2019).

(4) USACC Pam 145-1, ROTC Incentive Procedures (Aug 2016).

(5) USACC Pam 145-17, Reserve Officers' Training Recruiting and Enrollment Action Plan (REAP) (Under Revision).

(6) USACC Pam 145-36, Tactics, Techniques, and Procedures (TTP) for Army ROTC Recruiting (Under Revision).

(7) USACC Pam 145-37, ROTC Retention Guide (Under Revision).

(8) ORAP & SRAP SOP/MOI with USAREC/USACC.

d. External coordination:

(1) DAG1/DMPM. Annual Mission Letter, Mission guidance and coordination. DAG1/MM PEG; TRADOC G8. Scholarship & Incentives programs, budget/POM build.

(2) DAG1/AEMO. Operations, market and economic analysis collaboration.

(3) ASA (M&RA). SROTC program implementation and execution policies and procedures (establishing/disestablishing programs, viability standards, incentives policy).

(4) AEMO; OCAR, NGB, USAREC. Army Marketing Plan/Strategy.

(5) ASA (M&RA)/AEMO. Research and analysis initiatives/actions associated with USACC SROTC & JROTC programs, markets, demographics and diversity.

(6) OSD (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) Mission Resource Workshop (MRW) Process.

(b) Annual Mission, Marketing, Recruiting, and Incentives 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)/AEMO; USAREC]

(a) USACC Marketing Plan/Strategy.

(b) Recruiting Leads Process.

(c) Recruiting and Enrollment Action Plan (REAP) Guidance Process.

(3) Market Research and Analysis Process. [ASA(M&RA)/AEMO]

(a) Survey Process (OCMPS, Cadet, Cadre, Special).

(b) TRADOC Fusion Board and Accessions targeting Board Process (data support). [AEMO]

(c) Strategic Analysis Process (diversity/markets - demographic, academic, ethnic, in conjunction with the USACC Diversity Coordinator). [AEMO]

(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 Mission Resources Workshop (MRW) 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, e.g. Accessions Strength Recruiting (ASR) Report, Officer Accessions Report (OAR), and Commission Forecast Report (CFR).

(b) Conduct Program Analysis to support staff planning or RFIs.

(c) Administer RMID CCIMM Database Management.

(d) 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.

i. Develop and manage USACC Command Studies Plan.

ii. Internal plan to engage Cadets, Cadre and students on campuses.

iii. External plan that coordinates research with major external research providers including DOD JAMRS, RAND, HumRO, et al.

iv. 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 ICW the G5.

(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.

i. Operates as Human Protection Office, with responsibilities of determining whether proposals fall into exempted or Institutional Review Board (IRB) areas.

ii. Provides input to Institutional Review at HQDA, for any and all of the colleges or universities IRBs as needed to conduct local level research.

iii. Determines whether external research should be approved at HQDA IRB.

iv. 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.

i. Represent the command for elements of Human Dimension, engage in officer topics and provide scientific review.

ii. Analyze the use of measurements and tests to determine probable utility, as well as potential drawbacks.

iii. 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.

(d) Maintain and administer the Green to Gold Active Duty Option and scholarship (including hip pocket) option.

(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 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 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 include functional ROO training, SORD 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 AEMO; attend AEMO, 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, AEMO and TRADOC RFIs.

(c) Collect, assess and analyze USACC specific market areas and populations using USACC, AEMO, DOD, Governmental and commercial databases.

(3) Conduct Engagement (outreach) and Recruiting Assistance Operations to include oversight of the SORDs.

(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 Event.

(c) Provide (branding) graphics, website and branding support to USACC events and programs.

(d) 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: SRAP and ORAP (Special Recruiter Assistance Program & Officer Returning Alumni Program); Green to Gold Program.

(c) 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 ICI program.

(d) Provide ROO instruction at USLC.

(e) Conduct/Assess Recruiting Operations: Leads Management; Leads and ROI Analysis.

(5) Manage the USACC Marketing Events Program.

(a) Lead for major USACC Marketing Events planning, preparation, coordination; orders/taskings and tracking.

(b) Manage the TRADOC Fusion Board and Accessions Targeting Board Process as the USACC lead integrator.

(c) Program manager for USACC participation in AEMO 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, 1 provisional SROTC programs and more than 1700 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 commands and controls the six SMCs and four 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 commands and controls their assigned SROTC programs, and oversee and supervise the JROTC units within their brigade's boundaries.

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.
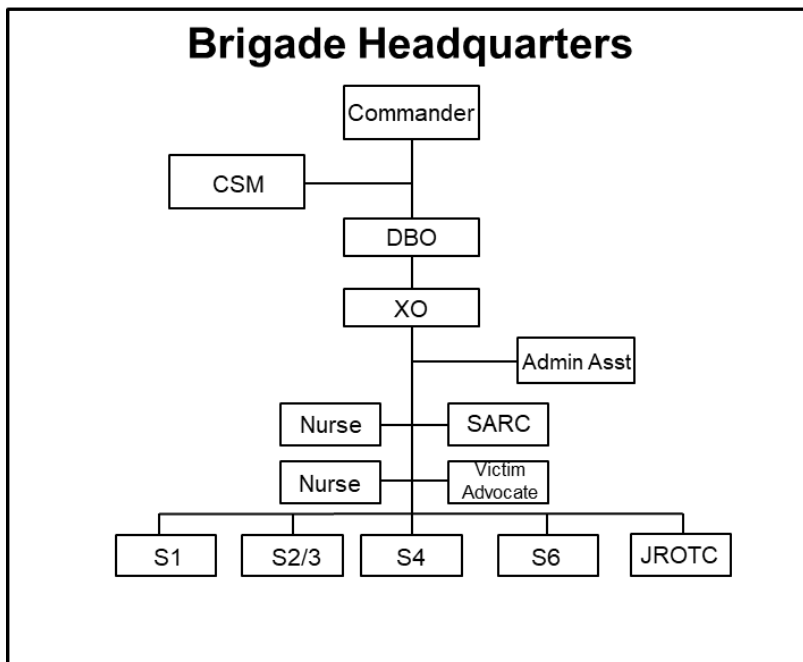
g. Brigade Headquarters Core Functions:

(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 staff.

(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 Mission Resource Workshop 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 Initial Command Inspection (ICI) 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] Bi-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 (BC, AC, CAIT, 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. Additionally, 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; directs 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 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 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 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 eight positions; the S1 primary is a Captain/O3.

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 using AIM 2.0 during the requisition cycles IAW instructions published by HRC.

(b) Manage the brigade's NCO/enlisted strength.

(c) Oversee the automated evaluation entry system (EES) for Officer Evaluation Reports and the future transition to an EES 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:

 i. AAA-162 Report (Accountability Report).

 ii. AAA-199 Report (Good Conduct Medal Roster).

 iii. AAA-165 Report (Unit Personnel Accountability Notices).

 iv. 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.

(i) ICW the S6, manage HR system access for brigade and subordinate staff as required.

(j) Maintain the status of the brigade's assigned military for readiness: SRB review, iPERMS updates, Soldier Record Brief updates in eMILPO, ensure SGLI and DD Form 93 are updated and maintained annually.

(2) **Civilian Personnel Management.**

(a) Monitor and track the brigade's civilian evaluation process and individual development plans.

(b) Manage the brigade's civilian awards program for all awards approved at the brigade level.

(c) Monitor vacancies and submit the brigade's civilian hiring actions to CPD.

(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.

(g) Submit new supervisor information and Supervisor Development Course (SDC) status to CPD.

(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 Basic Camp and Advance Camp 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 ICI 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/O4, 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 ICI 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.

(h) Tracks DoLDE/QAO program visits.

(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.

(h) Manages the Instructor and Cadre certification program at BDE level; reports Instructor and Cadre certification stats to DoLD-E ISO Command and Staff briefings.

(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 ICI.

(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 Mission Resourcing Workshop 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; review scholarship applications for accuracy and completeness.

(g) Support brigade internal ROO and marketing workshops, OIPs and ICIs.

(h) Oversee the brigade's Green to Gold program.

(g) Maintain and manage the brigade's CCIMM Mission Set Management report (MSMR) modules; validate and correct administrative data, enrollment, and contract and commission data.

(6) **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 TRADOC Fusion Board and Accession 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 using GCCS-A.**

(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 GCCS-A actions.

(d) Manage the brigade's Command Supply Discipline Program for the Brigade Commander 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.

(f) Verify receipt of services and supplies and accept goods in WAWF. Processes all Receiving Reports DD250's for SROTC/JROTC equipment received.

(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 ensure 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 differing requirements of each brigade. Consult the current TDA for each brigade for a detailed listing of personnel.

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 ICI 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). The JROTC brigade work centers are organized and resourced to perform the following functions and major tasks:

(1) Supervise the JROTC Brigade Operations.

(2) Manage JROTC Unit Operations.

(3) Manage Instructor Administrative Actions.

(4) Provide Training Management to JROTC Units.

(5) Manage the JROTC Budget.

(6) Supervise JROTC Logistics.

d. Overview of the JROTC Program.

(1) Authority. Title 10, Section 2031 mandates that "the Secretary of each military department shall establish and maintain a JROTC program, organized into units, at public and private secondary educational institutions which apply for a unit and meet the standards and criteria pursuant to this section." Title 10, Section 4651 authorizes the National Defense Cadet Corps (NDCC) as an alternative to JROTC. NDCC units are fully funded by the school districts except for the JROTC curriculum which is provided by USACC through its JROTC Directorate.

(2) Mission. The focus of the Army JROTC program is reflected in its mission: "To Motivate Young People to be Better Citizens." Title 10 U.S.C. outlines "the purpose of Junior Reserve Officers' Training Corps is to instill in students in United States secondary educational institutions the value of citizenship, service to the United States, personal responsibility, and a sense of accomplishment".

e. Supported Population and Considerations.

(1) The JROTC program consists of ~1,709 units (~53 OCONUS); ~22 National Defense Cadet Corps (NDCC) units, with a student enrollment of ~305,000 and ~4,000 retired officers, noncommissioned officers as uniformed, certified instructors. Note: *information reflects 2019 data.*

(2) The JROTC High School Curricula is not accredited by the US Army. The JROTC Curricula is accredited by a Depart of Education recognized regional accrediting agency – AdvancEd.

(3) The Accrediting period is every 5-years with two in-progress reports submitted to AdvancEd between accreditation.

(4) AdvancEd (Accrediting Agency) evaluates the JROTC Curricula against their standards and metrics, not the US Army or USACC.

(5) JROTC Instructors or School District JROTC program managers are school district or school employees, not US Army assigned personnel against a MTOE or TDA.

(6) USACC JROTC maintains an Order of Merit List for High Schools that request a JROTC program be established at their school. The OML varies within an average being ~250 high schools at any given time.

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 <u>Army SROTC program</u> 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) <u>Host unit</u>: 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) <u>Extension unit</u>: 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) <u>Cross-town (Institution)</u>: 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) <u>Consortium</u>: 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 six (6) functions:

(1) Supervision and Administration.

(2) Recruiting Operations.

(3) Instruction and Education.

(4) Cadet and Cadre Human Resource Actions.

(5) Supply and Logistics.

(6) Unit Operations.

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.

(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 (reference USACC PAM 570-4) 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 functions. The base structure consists of the manpower requirements for the Professor of Military Science (PMS), the Recruiting Operations Officer (ROO), MSL I-IV instruction and education, the Human Resources Assistant (HRA) and the Supply Technician positions.

c. The scalable SROTC program structure accounts for the additional Instruction and Education function and expanded sustainment capability to match the program's projected commission production and associated contracted and enrolled Cadet Population.

d. 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.

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) Achieve the program's assigned commission and contract missions. Responsible for integrating the program's recruiting operations requirements with the military instruction and education cadre to recruit and retain qualified students and Cadets to meet the assigned mission.

(2) 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.

(3) The senior officer responsible for maintaining a positive command climate congruent with good order and discipline within the program.

(4) Responsible for developing and maintaining a SROTC program that represents the Army Values, and in particular regard to Army EO and SHARP policies.

(5) Is the primary MSL IV instructor and mentor.

(6) 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.

(7) Responsible for the planning and preparing Cadets for participation in Cadet Summer Training events: Basic Camp, Advance Camp, Cadet Training and Leader Develop utilization, functional Army courses, Nurse Internships; this includes administrative, medical and training preparation and prerequisites; coordinate the Cadet allocation to training seats.

(8) Responsible for planning and reviewing the Mission Set Management Report (MSMR) and mission set strategies.

(9) Responsible for planning, integrating and supervising the program's annual Recruiting Enrollment Action Plan (REAP) to achieve the program's assigned mission.

(10) Responsible for planning the program's annual Army and university budget requirement submission; manage the program's budget execution and submission of UFRs.

(11) Review and approve monthly Cadet Pay and scholarship entitlements in G0ArmyEd.com.

(12) Manage the program's instructor (APMS, MSI, USAR Adjunct Faculty), support staff (HRA, ROO, Supply Tech) workload and priorities for Cadet recruiting, incentives, training, unit operations and administrative actions; ensure the program's / Cadet's CCIMM modules are updated and accurate.

(13) 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.

(14) Directly manage the program's waiver process and submissions, disenrollment boards, the program's OML, commissioning packet and accessions packet completion and submission.

(15) Manage and direct the cadre routine administrative actions: counseling, evaluations, awards, leave, directed and annual training compliance.

(16) 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.

16-4 Assistant Professor of Military Science (APMS) Role and Responsibilities

> NOTE: The following duties and responsibilities of the APMS, SMSI and MSI 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, support to recruiting events and marketing events, off-campus training, leadership events, and CST cadre assignments.

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) At the direction of the PMS, work with the ROO and HRA to ensure qualified Cadets are retained and progress to the next military science level to achieve the program's commission and contract missions.

(2) 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.

(3) 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.

(4) As directed by the PMS, attends or participates in board meetings or forums with the host institution or extension center institution faculty and administration.

(5) Prepares Cadets for attendance at CST.

(6) Manages the grades and training modules in CCIMM for enrolled and contracted Cadets.

(7) Assist the PMS in developing training plans, budget inputs and coordination requirements to support the on and off campus CLDS.

(8) Assist the PMS in reviewing and processing Cadet waiver, disenrollment, OML, commission packet and accessions packet actions.

(9) Coordinate and conduct cadre administrative and training actions: counseling, evaluations, awards, leave, directed and annual training compliance.

(10) As directed by the PMS, conducts annual assurance review IAW the management control regulation and submits a report to brigade.

(11) Provide guidance and participate in the program's Cadet Battalion social events and activities; and the cadre's soldier and family programs and events.

(12) For contracted scholarship Cadets, complete the review and approval fields in GoArmyEd.com.

(13) Other 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) At the direction of the PMS, work with the ROO and HRA to ensure qualified Cadets are retained and progress to the next military science level to achieve the program's commission and contract missions.

(2) Serve as a mentor and coach to assigned soldiers, and to enrolled and contracted Cadets.

(3) Assists the PMS and APMS in preparing, coordinating and executing the on-campus MSL I-IV POI, 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.

(4) 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.

(5) As directed by the PMS, manages the cadre and Cadet PT program; conducts weigh-ins, APRT, and OPAT IAW Army regulations and standards.

(6) 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.

(7) Assists the PMS and cadre in identifying and nominating Cadet Candidates for re-occurring awards and participation in Cadet Leadership seminars and workshops.

(8) 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.

(9) Conduct cadre administrative and training actions: counseling, evaluations, awards, leave, directed and annual training compliance.

(10) Other 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) At the direction of the PMS, work with the ROO and HRA to ensure qualified Cadets are retained and progress to the next military science level to achieve the program's commission and contract missions.

(2) Mentor and coach the program's enrolled and contracted Cadets.

(3) Assists the PMS and APMS in preparing, coordinating and executing the on-campus MSL I-IV POI, 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.

(4) Assist the PMS and APMS in managing the grades and training modules in CCIMM for enrolled and contracted Cadets.

(5) As directed by the PMS, attends or participates in scheduling meetings for classroom and other university facilities for use by the SROTC program.

(6) 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.

(7) 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.

(8) 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.

(9) Assist Cadets in administrative, medical and training requirements and prerequisites for participation and attendance at CST events.

(10) Serve as the program's ammunition account holder for TAMIS; ensure compliance with brigade and USACC issue, usage and turn-in guidance.

(11) 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.

(12) 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.

(13) As directed by the PMS, complete training and certification as the program's Master Resilience Trainer (MRT).

(14) Other 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 achieve the program's commissioning 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) Achieve the program's assigned commission and contract missions. Responsible to the PMS for integrating and synchronizing the program's recruiting operations requirements with the military instruction and education cadre to recruit and retain qualified students and Cadets to meet the assigned mission.

(2) 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).

(3) 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 Basic Camp Cadets to meet the program's assigned quota.

(4) 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.

(5) 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.

(6) 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.

(7) 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.

(8) 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.

(9) Prepare and process Gold Bar recruiting packets.

(10) Manage relationships with university and college registrar and administrative officers to promote the SROTC program and align recruiting events with university and college activities.

(11) Provide inputs and actively participate in social media sites promoting the benefits and accomplishments of the SROTC program.

(12) Other duties and responsibilities as assigned by the PMS.

16-8 Human Resource Assistant (HRA) Role and Responsibilities

a. The HRA (includes Administrative NCO position and PA 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 and instructors, schedule Cadet Attendance at CST events. With the PMS and ROO attendance at Basic Camp.

(g) Submit Cadet Nominations for various awards, seminars and workshops IAW the PMS' decisions.

(h) Coordinate with the University(s) 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(s) for Student Records, grades and/or transcripts.

(4) Cadet Pay Operations.

(a) Assist the PMS and instructors with GoArmyEd.com Cadet Scholarship payments requirements; brief Cadets on the scholarship payment process;as necessary 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 that is a Tier 1 or in instances when there is a reduction in civilain manpower such that not every SROTC unit can be resourced a HRA and Supply Tech, a consortium relationship will be established. In a consortium the lead Host will be fully resourced with an ROO, HRA and Supply Tech. The remaining programs in the consortium will be resourced with a PA. In a Tier 1 and consortium role, 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

ABO – Army Budgeting Office

ACoS – 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

AEMO – Army Enterprise Marketing Office

AF – Adjunct Faculty (USAR Instructors)

AGR – Active Guard and Reserve

AI – Army Instructor (JROTC)

APMS - Assistant Professor of Military Science

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)

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

CIG – Commander's Initiatives Group

CIO – Chief Information Officer (G6)

CIP - Command Inspection Program

CFDD – Cadre and Faculty Development Division

CG - Commanding General

CLDS – Cadet Leader Development Strategy

CME - Contractor Man-year Equivalent

CMP – Change Management Plan

CMSN – Commission

CoS - Chief of Staff

COI – Center of Influence

COR – Contracting Officer Representative

COTR – Contracting Officer Technical Representative

CPAC - Civilian Personnel Advisory Center

CPFT – Cadet Professional Field Training

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

EDRE – Emergency Deployment Readiness Exercise

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

IAHC – Ireland Army Health Clinic

IC – Installation Commander

ICI – Initial Command Inspection

IG – Inspector General

IMT – Initial Military Training (TRADOC/DCG-IMT)

ISSA – Installation Services and Support Agreement

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)

LCMS – Learning Content Management System

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

OGC – Office of General Counsel

OIP – Organizational Inspection Program

OMA – Operations and Maintenance, Army

OML – Outcomes Metric List (formerly Order of Merit List)

OP – Operational Plan

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)

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

SPCMCA – Special Courts Martial Convening Authority

SR MSI (SMSI) – Senior Military Science Instructor

SROTC - Senior Reserve Officer Training Corps

SRP – Soldier Readiness Program

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

Advanced Camp (formerly Cadet Leader Training): 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.

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 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.

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.

Basic Camp (formerly Cadet Initial Entry Training): 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.

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 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 Basic Camp, Advance Camp, 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 Plan (formerly 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 USACC that allows 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: 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 Chiefs of Staff 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 274 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.

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.

Mission Command Workshop (formerly Senior Leader Training Program): 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.

Mission Resource Workshop (formerly Annual Program Review): 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.

Outcomes Metrics List (OML): Each year, approximately 5K – 6K 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.

SROTC Program Viability Review: 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.