Organization and Functions

HQ, United States Army Recruiting Command Recruiting and Retention College

For the Commander:

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History: This is a revised publication USAREC Pamphlet 10-1-1.

Summary: This pamphlet provides the approved organizational structure of Headquarters, U.S. Army Recruiting Command Recruiting and Retention College; states the mission of the organization; and defines the responsibilities and functions of each staff element.

Applicability: This pamphlet is applicable to all military and civilian members of the U.S. Army Recruiting Command.

Proponent and exception authority: The proponent of this pamphlet is the Chief, RRC Doctrine Division. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency in the grade of GS-13.

Army Management control: This pamphlet contains management control provisions in accordance with AR 11-2, but does not identify key management controls that must be evaluated

Supplementation: Supplementation of this pamphlet is prohibited.

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

Distribution: This pamphlet is only available in electronic media.

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*This regulation supersedes USAREC Pam 10-1-1 dated 27 September 2017

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SUMMARY of CHANGE

USAREC Pamphlet 10-1-1

Administrative revision, dated 2 Jun 2021 & 8 Dec 2021.

- This updates document reflects recent changes to the RRC organizational structure.
- Modify figures 2-2 & 2-17
o Modify figures 1-1, 2-15, and 2-9.
o Changed Army Physical Fitness Test (APFT) to Army Combat Fitness Test (ACFT)
o Integrated CMF 79-Personnel Development Division section IV into the Chief Academy Officer section VIII.

Contents (Listed by paragraph and page number)

Figures:

Appendix:

Glossary

Foreword

PURPOSE

This pamphlet describes the responsibilities, coordinating relationships, functions, and organization of staff, division and branch elements within the Recruiting and Retention College (RRC).

SCOPE

This pamphlet provides important information for all personnel assigned to the RRC and its subordinate elements. It contains information and knowledge required for all RRC assigned personnel. The lead for this pamphlet is the Commandant, U. S. Army Recruiting and Retention College.

APPLICABILITY

The USAREC Pam 10-1-1 serves as a reference for all RRC personnel in becoming familiar with the organization and sub-component elements within the RRC to include mission, organizational descriptors, operating procedures, responsibilities, and functions performed within each respective element within the RRC.
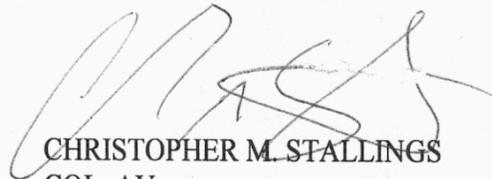
CHRISTOPHER M. STALLINGS
COL, AV
Commandant

Chapter 1.

1-1. Introduction

a. The Recruiting and Retention College (RRC) is responsible for the institutional training of officers and NCOs in the skills, knowledge, and techniques required in conducting recruiting and career counseling functions for the US Army. The RRC trains NCOs for initial and advanced recruiting assignments, career counselors for assignments across the Army at-large and trains USAREC HQ staff, brigade, battalion, and company leaders for duty across the Command.

b. The RRC coordinates with the USAREC G-3/5 for mutually supporting institutional and operational training requirements for MOS 79R. The RRC coordinates with the Army's Human Resources Command (HRC) and United States Army Recruiting Command (USAREC) G-1 for 79R student eligibility, enrollment policies and procedures, and status. The RRC coordinates with HQDA G-1, HRC, and Training and Doctrine Command (TRADOC) for retention and reserve transition guidance, doctrine, policies, and procedures.

1-2. Mission of the United States Army Recruiting and Retention College

Train and educate leaders and develop complementary concepts, doctrine, organization, material, and training across the spectrum of recruiting and retention to support requirements for America's decisive force.

1-3. Vision of the United States Army Recruiting and Retention College

Well-trained, discipline, and values-based professionals collectively known as the Army's premiere training and learning institute enabling leaders to excel in a complex operating environment.

1-4. Recruiting and Retention College Organizational Structure

Figure 1-1. Recruiting and Retention College Organizational Chart

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                              Commandant
                                (COL)
     CSM                                          Admin
  (Dual Hatted)                                  Assistant
  Commandant
     SLC

        Chief of Staff                      Dean, Chief
           (LTC)                          Academic Officer
                                            GS-1701-14

  HQs Company          Recruiting        Retention         Quality Assurance      Office of
                       Department        Department                               Command
                                                                                  Psychologist
  Student Ops          Division 1 ARC    Career Counselor  Training
                                                           Development            Assess/Select
                                                           Division
  Student Admin        Division 2 ARC    Transition NCO    Training
                                                           Management            Adaptive Leader
                                                           Division
  Information          Division 3 ARC    DA Retention      Faculty & Staff
  Management                             Training          Division
  Office
  Logistics            Division 4        79S SLC           Distributed
  Management           SCC/79R SLC                         Learning Division

  Defense Travel       Division 5                          Doctrine Division
  Adminsitrator        Senior/HC/GC

                                                           FAIR Division

                                                           Personnel
                                                           Development
                                                           Division
                                                           79R,S,T,V
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Figure 1-1. Recruiting and Retention College Organizational Chart

Chapter 2.

Organizations of the Recruiting and Retention College

Section I: Headquarters, Recruiting and Retention College Organizational Structure.

2-1. Organizational Structure.

Figure 2-1. Headquarters, Recruiting and Retention College Organizational Chart
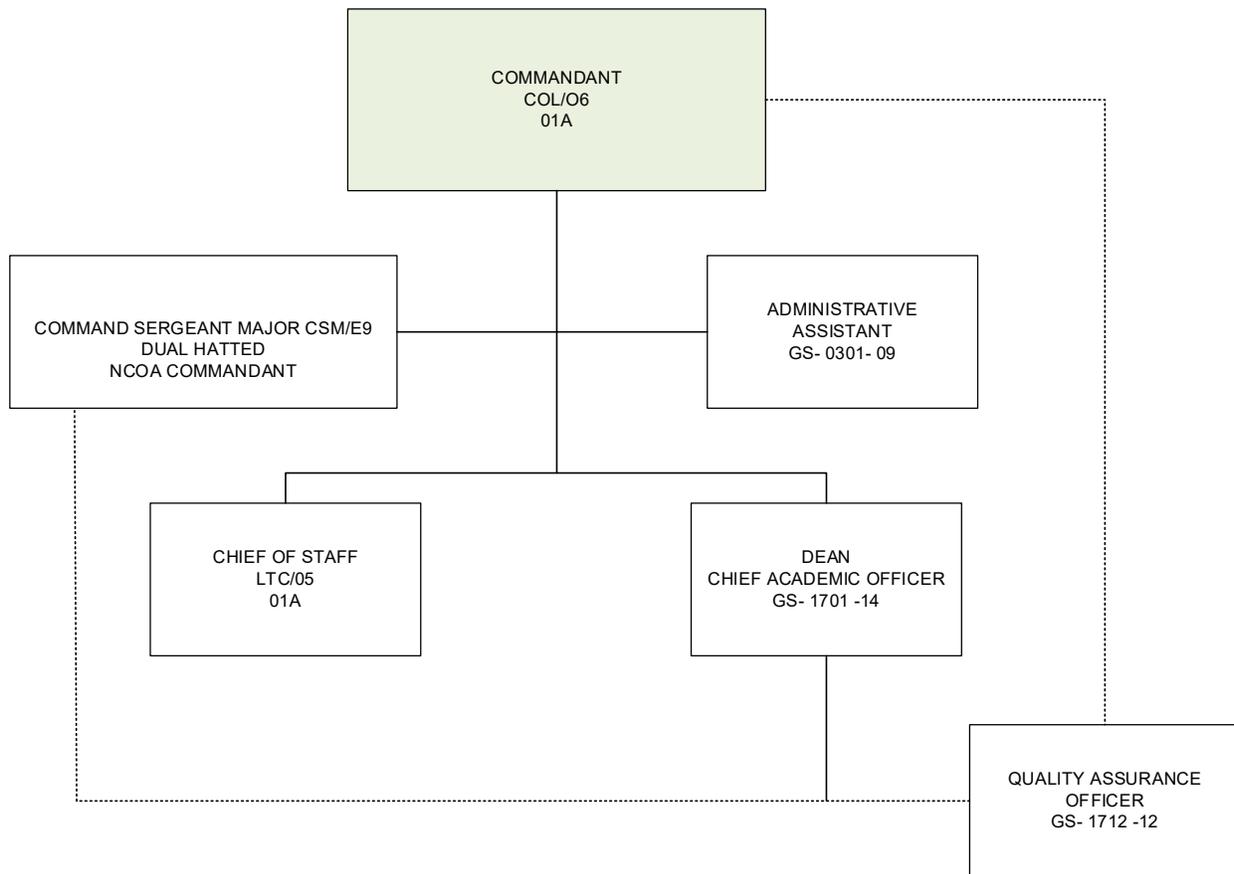
Figure 2-1. Headquarters, Recruiting and Retention College Organization Chart

2-2. Functions and Responsibilities.

a. **Commandant**. Directs all RRC education and operational activities in accordance with the policies and direction established by CG, USAREC, Department of the Army G1, and TRADOC G3/5/7, Quality Assurance Office, and Army University. The RRC Commandant functions include:

(1) In accordance with AR 600-20, the RRC Commandant has command authorities and responsibilities for all personnel assigned or attached to the RRC and the NCOA.

(2) Represents the RRC in communication, coordination, and collaboration with the USAREC Command Group.

(3) Coordinates with USAREC staff and directorates that provide operational, institutional, and self-development training and education for USAREC units.

(4) Leads, teaches, and coaches the staff and cadre and ensures the highest quality entry and advanced level

training is conducted for recruiters and career counselors in the Active Army, Army Reserve, and the Army National Guard.

(5) Plans, programs, and supervises RRC resident training.

(6) Serves as the delegated proponent for CMF 79 for training, leadership/education, and personnel development.

(7) Selects, trains, and develops professional faculty and staff.

(8) Ensures management control systems are in place to meet prescribed standards.

(9) Liaises with the Office of the Command Psychologist (OCP) to train and develop adaptive, innovative, and flexible leaders.

b. **Command Sergeant Major**. The CSM serves as the Senior Enlisted Advisor to the Commandant and the Commandant of the Noncommissioned Officers Academy (NCOA), 79R and 79S Senior Leader Courses (SLC).The CSM also__

(1) Represents the NCOA with external stakeholders in all matters related to CMF 79 leader development, training, and education.

(2) Ensures 79R and 79S leaders the opportunity to acquire the leader, technical, and tactical skills, knowledge, and experience to lead station-size or platoon-size units.

(3) Advises the Dean and Chief of Staff regarding RRC course development, implementation, and support requirements.

(4) Executes policies pertaining to readiness, discipline, effective personnel utilization, force structure, training, and development.

(5) Responsible for the health, morale, welfare, and quality-of-life for RRC NCOs, DA Civilians, contractors and their families.

(6) Provides strategic input regarding current and future operations.

c. **Chief Academic Officer, Dean.** The Dean directs eight academic divisions comprising Quality Assurance (QA), Faculty and Staff Development, Training Development, Training Management, Distributed Learning, Doctrine Development, FAIR, and Personnel Development Division. The Dean provides education and training oversight for 2 academic departments and 6 course implementation divisions. The Dean provides education and training oversight for 2 academic departments and 6 course implementation divisions. The Dean is responsible for the administration and efficient conduct of the educational programs of the college and for integrating the plans of the college with those of USAREC and TRADOC.

(1) Serves as the primary advisor to the Commandant on all academic affairs.

(2) Communicates the vision, mission, and goals of the college to professional stakeholders and contemporaries.

(3) Directs mission activities such as resource management, civilian personnel management, accreditation, and strategic planning.

(4) Responsible for overseeing the day-to-day education and training operations including course development, implementation, evaluation, and management.

(5) Prepares guidance for training and education execution in accordance with TRADOC and Army University policies and standards.

(6) Maintains liaison with TRADOC G 3/5/7, Career Program 32 Office, Army University, Center for the Army Profession and Ethic, Army Learning Coordination Council, Army Leader Development Program, and Policy Guidance Oversight Committee.

(7) Oversees the management of inputs into the HQDA/TRADOC Army Training Requirements and Resources System (ATRRS) defining out-year resources and training workload.

(8) Serves as the college lead for input to the annual HQDA Structured Manning Decision Review (SMDR) to

validate requirements and capacities for training seats. Chairs the RRC SMDR session.

(9) Manages the partnerships with other educational institutions and accrediting organizations. Oversees the Continuing Education Degree Program (CEDP) with partner universities.

(10) Liaises with the Office of the Command Psychologist and other USAREC directorates regarding all academic planning and implementation to ensure high quality instruction.

d. **Chief of Staff.** The Chief of Staff (CofS) is responsible for day-to-day execution of the RRC HQ support staff through direction, supervision, prioritization, and coordination of the Student Operations, Student Administration, Logistics, and Information Management functions. The CofS supervises the Headquarters Company and works directly with the Command Sergeant Major and Dean to ensure coordinated actions across the college. The CofS provides military oversight for 2 academic departments and 6 course implementation divisions.

(1) Serves as the primary advisor to the Commandant on all college administrative and logistical support.

(2) Supervises, synchronizes, and directs headquarters staff elements.

(3) Maintains effective internal control of allocated resources and manpower authorizations within the headquarters.

(4) Coordinates activities with lateral commands such as recruiting brigades and battalions.

(5) Responsible for overseeing the day-to-day academic support operations including student operations, administration, technology, and logistics.

(6) Liaises with USAREC G4/8 for the management of the college budget.

e. **Administrative Assistant**. Serves as the administrative specialist to the commandant of the college. The assistant works with internal and external organizations through knowledge of the day-to-day operations as well as the long range planning goals.

(1) Resolves administrative issues, coordinates activities, monitors and coordinates responses to inquiries, conveys information to college leaders and external officials.

(2) Develops and reviews command group correspondence.

(3) Schedules meetings, conferences, and briefings.

(4) Serves as the point of contact for staff actions.

f. **Quality Assurance Officer.** The quality assurance officer ensures integration and effectiveness of all RRC training. Reports directly to the Chief Academic Officer with direct access to the RRC commandant.

(1) Ensures integration and effectiveness of all RRC Training.

(2) Requires a comprehensive understanding of the interrelationship of the multi-level training programs and their relationship with the officer Area of Concentration (AOC) and enlisted Military Occupational Specialties (MOS) life cycles.

(3) Reviews and analyzes the processes associated with the systems of instruction, and the ability to interface with other organizations, TRADOC, and civilian counterparts to resolve evaluation issues.

(4) Develop the Recruiting and Retention Master Evaluation Plan (MEP) annually for the next three years. This plan will identify how the organization plans to meet the requirements for accreditation, Council on Occupation Education (COE) Acreditation, and other key stakeholders. The MEP should identify how the QAO will ensure the college is assessed annually, each course is assessed at triennially, and the development of Memorandums of Understanding (MOU) with Army Reserve, National Guard and other supporting organizations.

(5) Conduct Quality assurance/quality review of all POIs in TDC before final submission to TOMA to verify accuracy of instructor action, instructor contact hours, safety, force protection, and other important data.

(6) Demonstrate technical knowledge and expertise of regulatory methods, techniques, and practices of training to identify training needs, deficiencies, resource requirement, and overlapping instruction.

(7) Conducts studies involving all aspects of training to predict and evaluate student achievement and recommend academic and non-academic improvements to the training.

(8) Evaluates the analysis, design, development, implementation, and evaluation phases of the ADDIE process using prescribed evaluation methodologies, research, statistical analysis, and evaluation instruments, test and survey instruments, focus groups, interviews, statistical measurement and software instruments.

(9) Conducts internal and external evaluations of MOS, AOC, and Additional Skill Identifier (ASI), functional and leadership courses; and acts as the review authority, advisor, and consultant for assigned areas of responsibility. Conducts project assessments and correlation studies.

(10) Evaluates training for student accountability, redundancy, and relationships to other courses.

(11) Appraise programs and products for systematic development, alignment with instructional objectives, and the ability of course graduates to function IAW to required standards.

(12) Ensures that the job or task analysis and the bases of the course or product requirements are still valid and accurate. Identifies and analyzes the effects of change on training requirements. Analyzes data sources such as doctrine, surveys, and questionnaires and other products not processed and stored in TDC to ensure they are captured as part of the ADDIE process/workload, and that standard operating procedure for the management, storage, access, distribution, and audit trail for these products are followed (e.g., comprehensive individual task inventory to identify/recommend educational/corrective actions).

(13) Conduct classroom visits to verify intended use of instructional materials.

(14) Makes recommendations to bring instructional programs and products in congruence with the Army Learning Model, ADDIE process and higher headquarters policies. Uses a professional knowledge of training evaluation methods to provide valid guidance in final evaluation reports, which include findings and recommendations used as the basis for training management decisions.

(15) Reviews and/or approves project reports, policies, and regulations (i.e., testing procedures, standardized evaluation plans, draft regulations, etc.).

(16) Provides project guidelines, conducts periodic reviews of progress, and reviews completed products for clarity and technical adequacy of subject coverage, accomplishment of instructional and program objectives, and conformance to budget resources. Evaluates training practices to assess compliance with existing policies and procedures in the arena of program development and/or program implementation based on extensive professional knowledge of effective instructional techniques.

(17) Recommends changes as appropriate for subsequently implemented decisions throughout the CMF 79 RRC community.

(18) Initiates and maintains liaison with organizational segments of RRC and TRADOC on evaluation requirements.

(19) Coordinates with counterpart TRADOC centers and schools and civilian institutions (i.e., universities and professional organizations) to keep abreast of advances in training and evaluation, regulatory policies and directives to inform supervisors of salient provisions as appropriate; to provide guidance and assistance to other activities in order to improve training programs and materials; and to provide staff and self-development opportunities.

(20) Confers with representatives from other organizations and makes visits regarding evaluation initiatives.

(21) Provides technical advisory services regarding the evaluation of training development materials, test instruments, course curricula, objective and LP development, and instructional methods development and utilization.

(22) Serves as facilitator, resource point of contact, and advisor for other personnel internal and external to the organization on an extensive range of evaluation issues.

(23) Advises the RRC Commandant, Command Sergeant Major, and Deputy Commandant in the application of training strategy, strategies to enhance resident instruction and doctrine on programs involving noncommissioned officer training, education and professional development, and functional courses.

(24) Identifies requirements for changes in policies, procedures, programs, techniques, systems and equipment; conducts research and analysis; prepares and briefs reports, including plans for implementing changes.

Section II: Headquarters Company, RRC

2-3. Headquarters Company, RRC Organizational Structure.

Figure 2-2. Headquarters Company RRC Organizational Chart
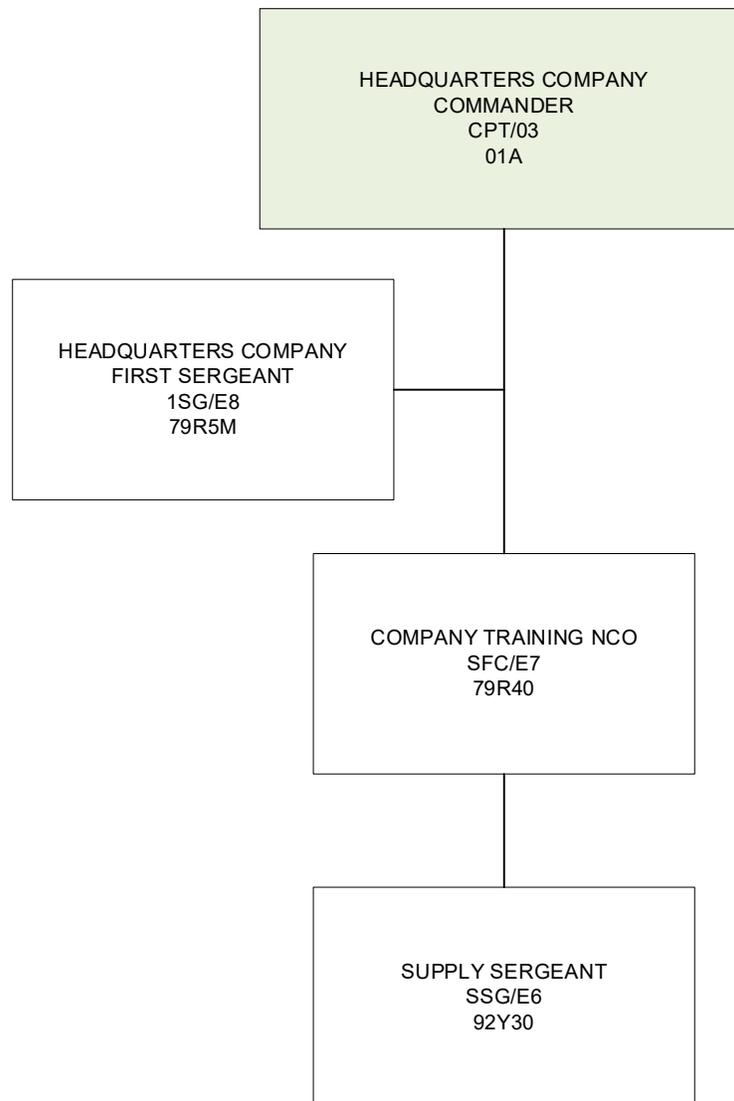
Figure 2-2. Headquarters Company RRC Organizational Chart

2-4. Mission.

The Headquarters (HQ) Company is responsible for the health, morale, welfare, training, discipline, conduct, and combat readiness of Soldiers assigned to RRC, and their Families. Primarily responsible for providing mission command, logistics, military justice, training and readiness, quality of life, worldwide deployment status tracking, and administrative support for the command group, special staff, and directorates. Additionally responsible for

directing the unit-training program, the Army Combat Fitness Test, Physical Training, Army Weight Control Program, and NCO Education System tracking of enlisted Soldiers.

2-5. Functions and Responsibilities.

a. **Commander**:

(1) Responsible for the training.

(2) Oversees security and safety programs and development.

(3) Responsible for RRC facility and grounds maintenance.

(4) Advises the Commandant, CofS and Dean.

b. **First Sergeant**:

(1) Act as the senior enlisted advisor to the company commander.

(2) Responsible for the planning and execution of all operational requirements.

(3) Provides guidance on all matters pertaining the professional developments of RRC students, noncommissioned Officers, DA civilians, and contractors; primary task authority for the RRC.

c. **Training NCO**:

(1) Serves as the Training NCOIC and administrative specialist for personnel at the RRC comprised of over 123 Soldiers, contractors, and DA Civilians.

(2) Manages and oversees company reports.

(3) Manages Electronic Military Personnel Office (eMILPO).

d. **HR Sergeant/Admin Assistant**:

(1) Manages the processing and tracking

(2) Responsible for timely personnel accounting.

Section III: Student Administrative Services (SAS)

2-6. Student Administrative Service Branch Organizational Structure.

Figure 2-3. Student Administration Services Branch Organizational Chart
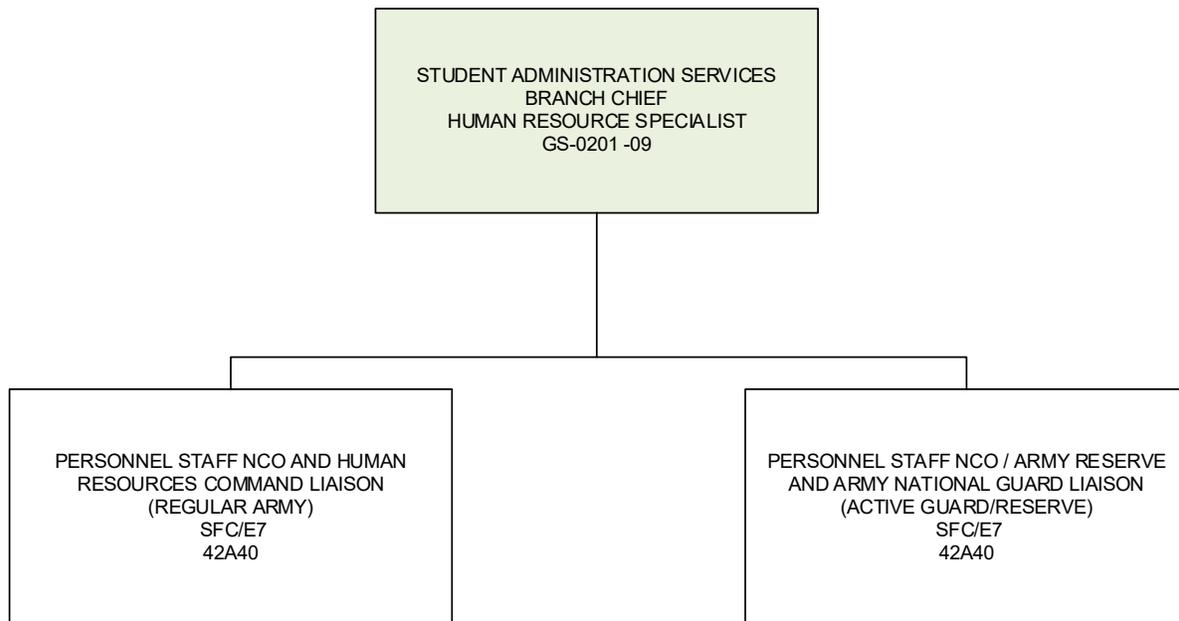
Figure 2-3. Student Administration Services Branch Organizational Chart

2-7. Mission.

Student Administrative Services (SAS) branch manages the qualifications and assignments of students while serving as the liaison between Human Resources Command (HRC), HQ USAREC, Installation Military Personnel Divisions (MPDs), Defense Finance and Accounting Service (DFAS) and the Recruiting Retention College (RRC). The SAS branch provides the highest quality human resource services for those assigned, attached, or attending courses at the RRC; aiding in a smooth transition into USAREC.

2-8. Functions and Responsibilities.

a. **Human Resources Specialist Branch Chief**. Human Resources Specialist serves as a liaison between HRC, Installation MPDs, DFAS and USAREC by providing expertise and continuity of military human resources practices and programs for the RRC students in support of the RRC cadre.

(1) Facilitates requisition activity for USAREC enlisted personnel that includes worldwide distribution for the entire career management field, schools assignments, recruiter, retention, accessions, reclassification and special management.

(2) Provides guidance, interpretations, training, and/or briefings on current and proposed policies for assigned military HR action program(s) to a wide variety of individuals, managers, and key officials.

(3) Provides accurate and timely guidance to requests for information.

(4) Composes correspondence, as necessary, to higher HQs or other military agencies to clarify questionable areas.

(5) Assists in worldwide distribution spread of USAREC Soldiers.

(6) Creates/modifies/deletes/fills requisition requirements based on needs of the USAREC mission.

(7) Initiates actions resulting from higher HQs and/or field inquiries regarding previous actions, past case decisions, or other non-routine circumstances.

(8) Provides information, data, explanations, and analysis on strength fill requirements and distribution management.

(9) Reviews changes in legislation and/or Department of Defense (DOD), Department of Army (DA), TRADOC, and USAREC regulations and policies. Identifies impact of changes on the RRC.

(10) Prepares guidance and procedures, and coordinates implementation of such guidance.

(11) Visits USAREC to ensure proper following of procedures and to provide assistance or guidance.

(12) Ensures scheduled schooling and or reclassification actions are processed and coordinated as required, and maintains database of actions.

(13) Obtains information and data from a variety of sources. Compiles and analyzes data to identify trends, deficiencies, and accomplishments.

(14) Prepares reports and/or briefings to inform management of analysis results for use in the decision-making process or for in-progress status information.

(15) Researches historical documentation for use in developing recommendations for improved operations or action processing.

(16) Provides technical guidance, some oversight to one contractor (General Clerk) responsible for Request for Orders (RFO) processing; coordinating overseas assignments processing; managing, consolidating and distributing redeployment rosters; managing and processing deferment, deletions and diversions, among a myriad of other required duties.

b. **42A Personnel Staff NCO (USAR/AGR) / Reserve Component (RC) Liaison NCO**. Liaison between the HRC Accessions Team, USAREC, DFAS and RRC by managing the recruiter nomination and vetting process.

(1) Facilitates requisition activity for USAREC enlisted personnel that includes worldwide distribution for the entire career management field, schools assignments, recruiter, retention, accessions, reclassification and special management.

(2) Provides guidance, interpretations, training, and/or briefings on current and proposed policies for assigned military HR action program(s) to a wide variety of individuals, managers, and key officials.

(3) Provides accurate and timely guidance to requests for information.

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(9) Reviews changes in legislation and/or Department of Defense (DOD), Department of Army (DA), TRADOC, and USAREC regulations and policies. Identifies impact of changes on the RRC.

(10) Prepares guidance and procedures, and coordinates implementation of such guidance.

(11) Visits USAREC to ensure proper following of procedures and to provide assistance or guidance.

(12) Ensures scheduled schooling and or reclassification actions are processed and coordinated as required, and maintains database of actions.

(13) Obtains information and data from a variety of sources. Compiles and analyzes data to identify trends, deficiencies, and accomplishments.

(14) Prepares reports and/or briefings to inform management of analysis results for use in the decision-making process or for in-progress status information.

(15) Researches historical documentation for use in developing recommendations for improved operations or action processing.

c. **Personnel Staff NCO and Human Resources Command Liaison (RA)**. Serves as the liaison between HRC, USAREC, and the RRC by managing the recruiter nomination and vetting process.

(1) Gathers, reviews, and assesses each potential qualified Recruiter commander's packet prior to entering USAREC's Mission Command.

(2) Maintains, updates, and submits weekly reports to HRC, USAREC, and RRC-SAS.

(3) Reviews changes in legislation and/or DOD, DA, TRADOC, and USAREC regulations, and policies.

(4) Visits HRC and USAREC to ensure proper following of procedures and provide assistance or guidance as needed.

Section IV: Recruiting Department

2-9. Recruiting Department Organizational Structure.

Figure 2-4. Recruiting Department Organizational Chart
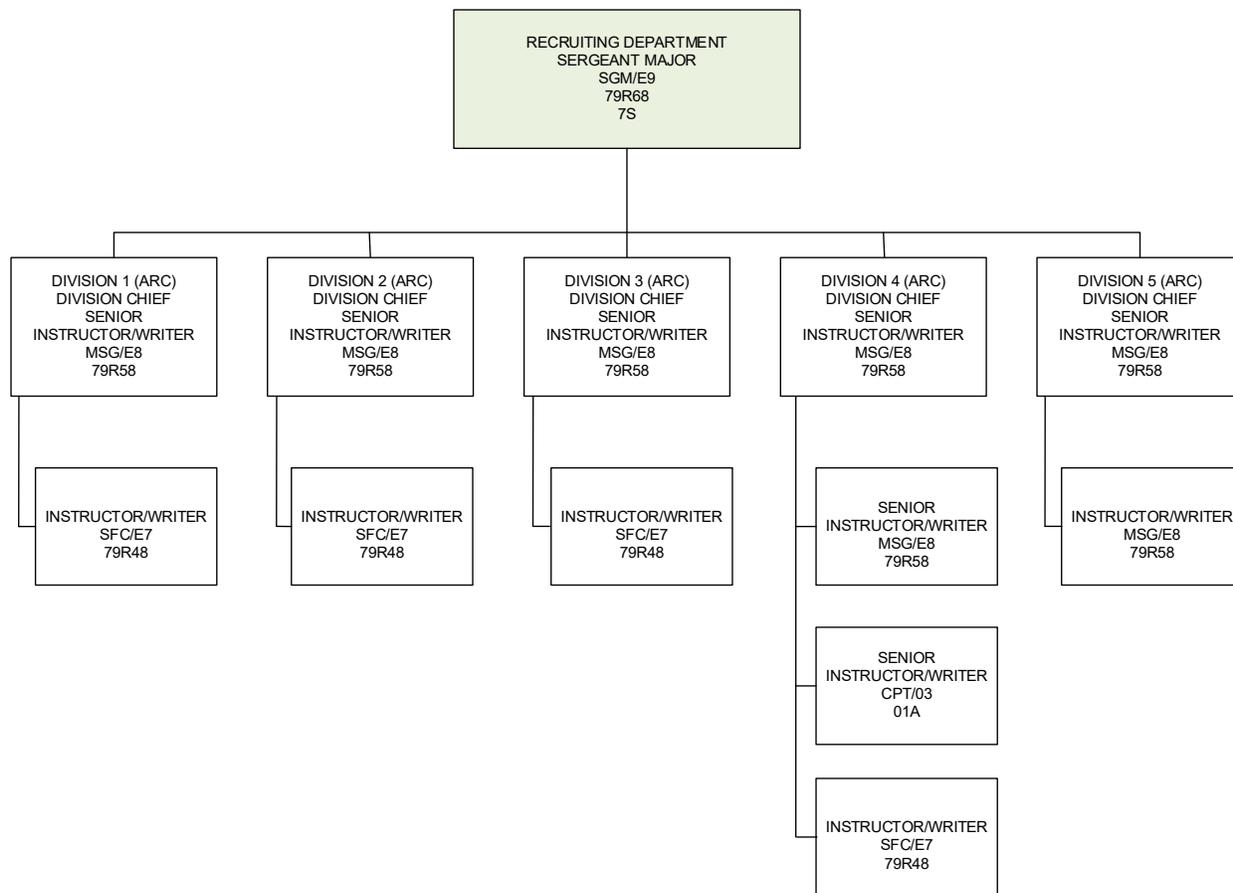
Figure 2-4. Recruiting Department Organizational Chart.

2-10. Mission.

Execute assigned Program of Instruction (POI) for the RRC.

2-11. Functions and Responsibilities.

    a. **Recruiting Department Sergeant Major.** Responsible for the supervision of the Recruiting Department and all divisions aligned to the department. Duties include:

    (1) Directly supervise five division chiefs that that lead their respective divisions that comprises the Recruiting Department. These five divisions facilitate instruction for Army Recruiter Course (ARC), Recruiting Station Commander Course (RSCC), Guidance Counselor Operations Course (GCOC), Healthcare Recruiter Course (HCRC), Healthcare Recruiter Course, Officer-In-Charge (HCRC OIC), Recruiting Company Commander and First Sergeant Course (RCCFSC), Recruiting Operations Officer Course (ROOC), Pre Command Course (PCC), and Master Training Course (MTC).

    (2) Oversees the development of all senior instruction and examination material for the recruiting department.

    (3) Dispatches mobile training teams to assist with training in the five USAREC recruiting brigades and 44

recruiting battalions across the United States.

(4) Advises the Commandant, RRC CSM, and Dean, regarding policies, procedures, and doctrine related to training support products for recruiting courses taught to Soldiers throughout USAREC.

b. **Division Chiefs.** Supervise, train, mentor, and develop assigned cadre and oversee classroom instruction IAW Course Management Plan (CMP) and Individual Student Assessment Plan (ISAP). Division chiefs manage resources, personnel, and ensure their accountability while providing instruction, as necessary. Responsibilities include:

(1) Oversee facilitation of instruction for respective course(s).

(2) Ensure compliance of the RRC SOP.

(3) Ensure courses remain IAW TRADOC Accreditation Standards.

(4) Prepare and submit training schedules for approval through Training Development the Friday prior to class pick-up.

(5) Conduct and consolidate an end of course Post-Instructional Conference (PIC) for each class. Ensure posting of PIC results IAW RRC SOP.

(6) Become instructor qualified in the courses they are responsible for IAW their Individual Development Plan (IDP) and Instructor Certification.

(7) Enforce which version and rotation of course examinations.

(8) Visit their assigned classrooms at a minimum of once a week.

(9) Conduct reception and integration of newly assigned personnel:

(a) Assign a certified sponsor to the incoming instructor.

(b) Ensure attendance to the Common Faculty Development Instructor Course (CFD-IC).

(c) Ensure instructor has access to the RRC SOP and all applicable references associated with performing their duties.

(10) Ensure the instructor has completed all phases of in-processing (post, USAREC, company, RRC) before integrating into normal business processes.

(11) Ensure the commandant, through the Dean, has certified the new instructor IAW SOP, with a goal to certify all cadre within 90-Days of arrival to position.

(12) Conduct a Soldiers Height and Weight IAW AR 600-9 within 7 days of assignment and administer a diagnostic ACFT within 30 days of assignment.

(13) Provide developmental counseling IAW IDP and Instructor Certification.

(14) Ensure all instructors are aware of their NCOER rating scheme and are counseled IAW AR 623-3 with established regulations.

(15) Ensure professional conduct of all instructors at all times.

(16) Rate the instructors according to their assigned rating scheme.

(17) Conduct a one-hour assessment on each instructor during each class iteration. Maintain these assessments in the cadre's counseling folder.

(18) Ensure all instructors are aware of additional duties as prescribed in this SOP and briefed on their responsibilities.

(19) Institute a leave control policy for their division.

(20) Ensure inputting dropped students as "unavailable" in Black Board.

(21) Perform duties as an Instructor/writer/developer, when required

(22) Review and sign DA Form 1059 for all students assigned to the division using ESS. Download a digital copy and forward to Training Management (TM) for archiving.

(23) Receive Graduation Diplomas from TM and route to Instructors for review with students 24 hours before graduation.

(24) Report manpower requirements through the appropriate Department SGM.

(25) Maintain accountability and serviceability of all facilities and equipment work order submissions.

(26) Submit facility work-order and IT support (equipment, applications, or Black Board)

c. The Division Chief acts as the Course Manager for their Division with the responsibilities of:

(1) Ensuring presentation of training as designed.

(2) Maintaining positive quality control over the management and conduct of the course.

(3) Ensuring course instructors and supporting staff training to present and manage their respective training.

(4) Ensure required training resources are available for presenting the training as scheduled (or available when required by the student taking distance learning).

(5) Ensure instructors receive support, materials, and equipment required for presentation of training.

(6) Ensure education/training is scheduled IAW the mandatory training sequence.

(7) Continuously evaluate course effectiveness and efficiency and provide appropriate feedback to the training/training development (task) proponent.

(8) Ensure staff, faculty, and students comply with safety and environmental protection rules, regulations, laws, and course requirements.

(9) Evaluate and counsel instructors as to improve performance.

(10) Ensure conduct and compliance of risk assessments for lessons.

(11) Coordinate with the Training Development Directorate to ensure course material is current and relevant.

d. **Writer/Instructors**. Serves as an instructor/writer for the Recruiting and Retention College courses and potential mobile training teams (MTT) member while serving as a coach, trainer, mentor, for all students. Responsibilities include:

(1) Execute day-to-day administrative and classroom requirements.

(2) Maintain student records.

(3) Review and assist training developers with revision of lesson plans, examinations, course flow, presentations, handouts, background material, and training aids.

(4) Grade recruiting student assignments NLT four working days from due date.

(5) Grade rubrics and provide written feedback to students.

(6) Submit Lesson Plan Change Request workflows, as needed.

(7) Submit RECLAMA workflow on student's behalf.

(8) Remain current on doctrine and technology as it applies to the courseware.

(9) Maintain classrooms in excellent condition.

(10) Conduct physical readiness training and conduct the ACFT for students.

(11) Generate and complete DA Form 1059 for each student in the ARC and SCC.

(12) Receive diplomas from Operations and review for accuracy NLT 24 hours prior to graduation.

(13) Ensure Student Class Leaders are aware of additional detail schedules (Barrack clean up, police call etc.)

(14) Validate Student In-processing roster.

(15) Send In-processing roster to Student Operations and Training Management NLT 1000 hours the Tuesday following class start.

Section V: Retention Department

2-12. Retention Department Organizational Structure.

Figure 2-5. Retention Department Organizational Structure
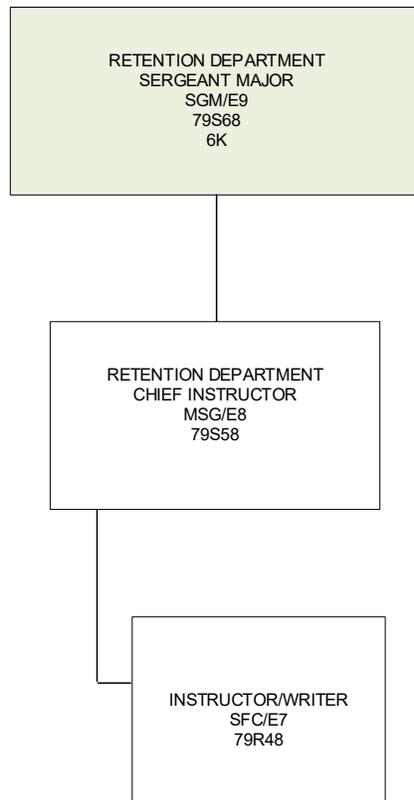
Figure 2-5 Retention Department Organizational Structure.

2-13. Mission.

Execute the POI for the Career Counselor Course (CCC), the Transition Non-Commissioned Officer Course (TNCO) and Department of the Army Retention Training (DART) at approximately 27 installations worldwide.

2-14. Functions and Responsibilities.

a. **Retention Department SGM**. Serves as the Retention Department Course Director and supervises the Retention Department

(1) Supervises the Senior Career Management NCO, the Senior Reserve Component Instructor/Writer, and the Chief Instructor/Writer.

(2) Advises the Senior Training/Developer.

(3) Overall responsible for the development, modification, implementation and training of Army Retention Doctrine.

(4) Liaison between DMPM, DA G1 Senior Army Career Counselor, Retention and Reclassification Branch SGM at HRC and the RRC for all matters relating to implementation of retention policy into training platform.

b. **Chief Instructor/Writer.** Supervise, train, mentor, and develop assigned personnel and oversee classroom instruction IAW Course Management Plan (CMP) and Individual Student Assessment Plan (ISAP). Division chiefs manage and account for resources and personnel.

(1) Responsible for the direct supervision of all subordinate Instructor/Writers and all classroom facilitation.

(2) Responsible for student administrative functions for all courses.

(3) Conducts training and professional development assessment for Instructor/Writers.

(4) Prepare and submit training schedules for approval through Training Development the Friday prior to class pick-up.

(5) Conduct and consolidate an end of course Post-Instructional Conference (PIC) for each class.

(6) Ensure compliance of the RRC SOP.

(7) Maintain accountability and serviceability of all facilities and equipment work order submissions.

(8) Continuously evaluate course effectiveness and efficiency and provide appropriate feedback to Training Development.

(9) Coordinate with Training Development to ensure course material is current and relevant.

(10) Instructor/Writer: Serves as a coach, trainer, mentor, for all students

(11) Execute day-to-day administrative and classroom requirements.

(12) Maintain student records.

(13) Review and assist training developers with revision of lesson plans, examinations, course flow, presentations, handouts, background material, and training aids.

(14) Grade student assignments and provide written feedback to students.

(15) Submit Lesson Plan Change Request workflows, as needed.

(16) Submit RECLAMA workflow on student's behalf.

(17) Remain current on doctrine and technology as it applies to the courseware.

(18) Maintain classrooms in excellent condition.

(19) Conduct HT/WT, ACFT and physical readiness training for students.

(20) Generate and complete DA Form 1059 for each course for every student (except DART).

(21) Receive diplomas and certificates from Operations and review for accuracy NLT 24 hours prior to graduation.

(22) Ensure students are aware of and conduct additional details (barracks clean up, police call etc.)

(23) Validate student in-processing roster.

(24) Submit in-processing roster to Student Operations and Training Management.

Section VI: Information Management Office (S6).

2-15. Information Management Office Organizational Structure.

Figure 2-6. Information Management Organizational Chart.
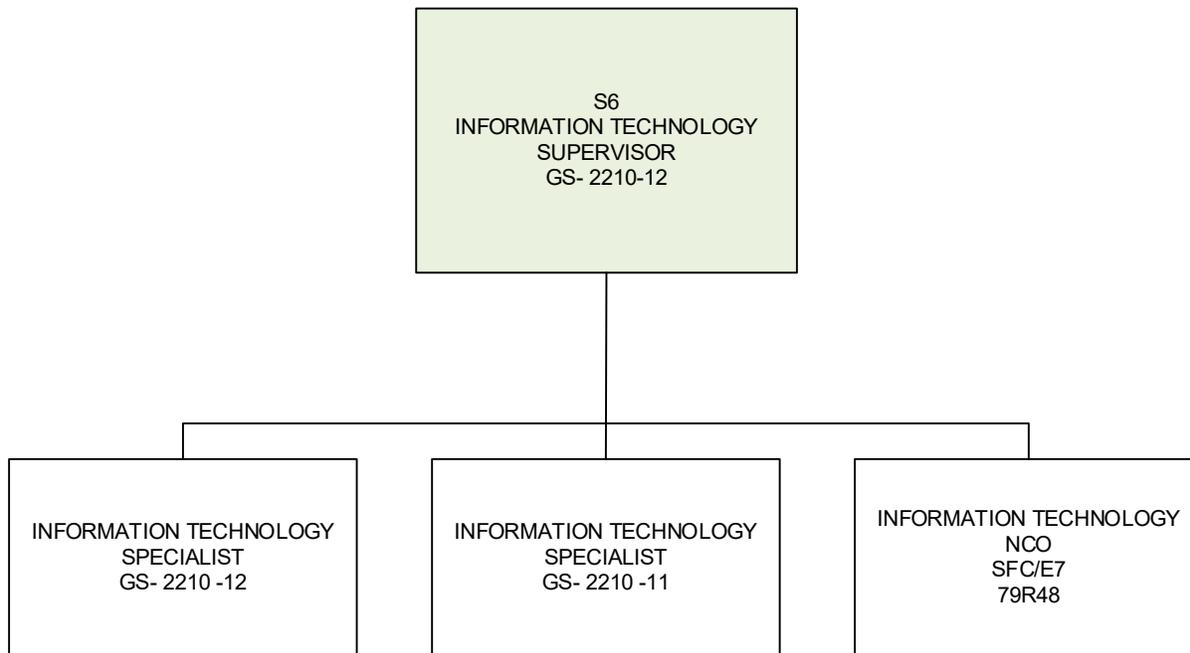
Figure 2-6. Information Management Organizational Chart.

2-16. Mission.

To provide all Informational Technology (IT) requirements to train and educate military and civilian leaders and develop complementary concepts, doctrine, organization, materiel, and training across the spectrum of Recruiting and Retention in support of the RRC and to enable America's Armed Forces to fight and win our Nation's wars.

2-17. Functions and Responsibilities.

a. **Information Technology Supervisor**. Responsible as the intermediate authority on a variety of functions performed by the USAREC G6 to include overall responsibility for the installation, operation, and management of all information technology tasks to support all resident courses provided by the Recruiting and Retention College. Management relies on the incumbent to independently plan, organize, and carry out assigned work. Consults, as necessary, on potentially controversial and decision-making matters affecting new or existing recruiting systems and subsystems of the USAREC automated data-processing (ADP) system and its automated databases.

(1) Plans, assigns, and schedules work on a quarterly and annual basis.

(2) Adjusts work procedures within the organization to accommodate resource allocation decisions or to accomplish mission and course objectives.

(3) Gathers and analyzes all information on current operations, including procedures, methods, workflow and information input and output costs, and potential benefits of proceeding with automation as proposed.

(4) Makes alternative suggestions based on a balance between requirements, cost effectiveness, and available resources.

(5) Recommends studying additional substantive work processes susceptible to automation resources, excluding

some work areas under study, if they appear beyond the capacity of the equipment and resources available.

(6) Offers suggestions for redesign of work units and workflow to make better use of the proposed data processing system as a basis for thorough study be system users.

(7) Analyzes and defines, in detail, all the requirements needing satisfying by the project.

(8) Defines sources of data to be used; ensures that needed data will be available, and develops the best means to introduce the data into the system, in terms of quantity, form, and frequency.

(9) Breaks down the broad requirements into logical steps or groupings of operations.

(10) Prepares flow charts that depict, systematically, all computers and support functions required to perform the task.

(11) Prepares detailed computer program specifications that permit efficient use of automatic programming techniques and service routines and sub-routes.

(12) Discusses program specifications with programmers to ensure an understanding of the requirements of the programs.

(13) Prepares detailed test plans that will ensure the testing of all program functions, and prepares or assembles test data that will require the functioning of every program operation, including any abort conditions.

(14) Analyzes test results and assists programmers in correcting erroneous conditions.

(15) Determines through feasibility and systems study the cost effectiveness of in-house programming versus contract programming.

(16) Provides technical guidance, advice, and assistance in the design, development, and implementation of systems or applications.

(17) Assists in writing the Contract Task Order, work statements, and other documentation required to initiate contractual ADP support.

(18) Acts as liaison on all Information Technology matter between the CMF 79 Proponent SMTC. Prepares detail system flow charts, block diagram and report formats/card formats to be included with program specifications.

(19) Acts as technical liaison between contractor personnel to include Operations, Production, and System Software elements.

(20) Provides technical publications, test criteria, and administrative guidance to the selected contractor as required.

(21) Monitors the progress of assigned task orders to ensure meeting the required completion date.

(22) Works directly with the contractor project leader in assessing status and establishing computer support priorities development when projects use USAREC equipment.

(23) Develops the system's test plan used during the test and acceptance phase.

(24) Requires the delineation of all expected, allowable, and non-allowable events and specific procedures to insure tests of each type occurrence.

(25) Participates with contractor personnel during the conduct of the test and acceptance phase, and ensure completion of all deliverables specified in the task order and work statements.

(26) Makes detailed recommendations to the USAREC G-6 and RRC Commandant as to the acceptability of all deliverables and the best course of action.

(27) Documents the actions required of user personnel, ADP operations, support personnel, including scheduling, and output quality control requirements.

(28) Reviews progress reports to determine if the project is on schedule, or if project milestones need revision.

(29) Prepares a plan of action to ensure adherence to all steps in the order that best uses available resources.

(30) Prepares a schedule of major functions in the development process so that team members and superiors can follow the progress of the effort.

(31) Serves as technical advisor, consultant, and representative on seminars, committees, etc., involving automatic data processing, hardware, software, and related procedures and policy.

b. **IT Specialist (Network/SYSADMIN).** Serves as an Information Technology Specialist for the US Army

(1) Recruiting Command, Recruiting and Retention College performing work, independently or as a member of a team, in the administration, development, delivery and support of information technology (IT) systems, programs, projects, and services.

(2) Provide advice and guidance on a wide range and variety of complex IT issues.

(3) Interpreting IT policies, standards, and guidelines; conducting analyses and recommending resolution of complex issues affecting the specialty area(s).

(4) Evaluating and recommending adoption of new or enhanced approaches to delivering IT services.

(5) Testing and optimizing the functionality of systems, networks, and data; identifying and defining business or technical requirements applied to the design, development, implementation, management and support of systems and networks; ensuring optimal use of commercially available products.

(6) Evaluating proposals for the acquisition of IT products or services; preparing and presenting reports; representing the organization in interactions with other organizations; and/or providing technical leadership on group projects.

(7) In the absence of the supervisor of the information technology section, the incumbent serves as the acting chief.

(8) Policy and Planning: Develops, implements, and/or ensures compliance with plans, policies, guidance, procedures standards, infrastructures, and/or architectures that establish the framework for the management of all IT programs in an organization.

(9) Works with functional managers and others to evaluate the impact of proposed standards and procedures and evaluates the need for changes in existing local policies or procedures for the accomplishment of the organization's IT goals and objectives.

(10) Participates in the organization's IT capital planning process. Develops metrics for evaluating and/or monitors the accomplishment of IT goals and objectives.

(a) Internet:

1. Provides services that permit the publication and transmission of information about the organization's programs to internal and external audiences using the Internet.

2. Creates internet applications that enhance user-developed content and meet business and technical requirements.

3. Provides guidance in determining the most appropriate methods for delivery of information via the internet.

4. Creates internet applications, web pages, and implements Web-enabled database applications. Manages internet servers.

5. Customer Support: Provides technical support to RRC personnel who need advice, assistance, and training in applying hardware and software systems. Troubleshoots complex problems.

(b) Security:

1. Implements, coordinates, and/or maintains programs, policies, and procedures to protect the integrity and confidentiality of systems, networks, and data in the RRC.

2. Implements and coordinates activities designed to ensure, protect, and restore IT systems, services, and capabilities. Monitors and evaluates systems' compliance with IT security requirements in the development and

operation of network systems. Provides advice, guidance, and training in IT security policies and procedures.

3. Reports information assurance incidents to supporting garrison security personnel and responds as directed.

(c) Systems Analysis:

1. Develops requirements and specifications for IT systems.

2. Consults with RRC Personnel and others to refine functional requirements and translate functional requirements into technical specifications.

3. Analyzes, evaluates, documents, and makes recommendations on the merits of proposed systems development projects.

4. Performs studies to provide advice on the merits of a proposed approach for the configuration and management of new hardware and software for IT systems.

(d) Operating Systems:

1. Installs, configures, and maintains the operating systems or segments of a system environment including systems servers and operating systems software on which applications programs run.

2. Ensures high reliability and optimal availability of applications. Identifies problems and specific issues in assigned area(s) and conducts preliminary analyses of systems to determine nature of requirements, logical work, and information flows.

3. Develops solutions to complex operational problems. Evaluates the feasibility of implementing new technologies with current environments.

(e) Systems Administration:

1. Installs, configures, troubleshoots, and maintains hardware and software to ensure the availability and functionality of systems.

2. Controls current versions and future releases of applications software, and documents the physical configuration of the information system.

3. Optimizes the functionality of networks and systems; and diagnoses and recovers failed systems.

4. Information Technician. Responsible for monitoring major USAREC/Information Support Activity (ISA)-HRC Personnel Information Systems Directorate (PERSINSD) computer systems and maintaining detailed knowledge to provide general and specific system and function information upon request.

5. Works collaboratively with functional proponents, HRC-PERSINSD personnel - both external and internal to the command, product and project teams, and contractors.

6. Researches, analyzes, validates and documents business requirements, and ensures that requirements clearly reflect true business needs.

7. Identifies and recommends integrated solutions, products, and services to support the enterprise's accomplishments of business goals or technical needs.

8. Translates business goals and technical needs into system/application requirements to help determine solutions to problems.

9. Works with Integration Test Team to assist in defining, documenting, and testing components for large enterprise systems.

10. Generates and documents test cases, performs testing, documents results and reports problems. Participates in analysis sessions and unit testing to identify and build test cases for use during integration test cycles, early user tests (EUT), and limited user tests Develops and supports methods of improving user performance and user/system interaction by identifying, defining and resolving automation training issues. Provides automation training to command personnel, using various techniques and methodologies for 30+ proprietary and commercial system software and architectural components.

11. Automation training requirements include, but are not limited to the development of automation training plans, automation training materials, delivery of automation training to personnel, and maintenance of automation training materials.

12. This training may include, but is not limited to the business functions and procedures related to the system(s), use of the systems(s) software, operation of the system(s) architecture components, installation of the systems software, installation of the systems architecture components, operation of the systems architecture components, identification and resolution of problems, and maintenance of the systems architecture components.

13. Incumbent is a certified instructor and subject matter expert on the Army Recruiting Information Support System (ARISS) and all of its proprietary applications in order to provide certification training to others in the command.

14. Participates in meetings, and forums involving IT, hardware, software, system application and capabilities, to ensure policy and applications are in sync, and assists the command's help desk staff with the identification, prioritization, and resolution of identified application, hardware, and network problems.

15. Provides support to project analysts and developers and develops user manuals or instructions. Maintains system information web page and ensures content is complete, timely, and up-to-date

Section VII: Operations Division Chief.

2-18. Operations Division Organizational Structure.

Figure 2-7. Operation Division Organizational Chart.
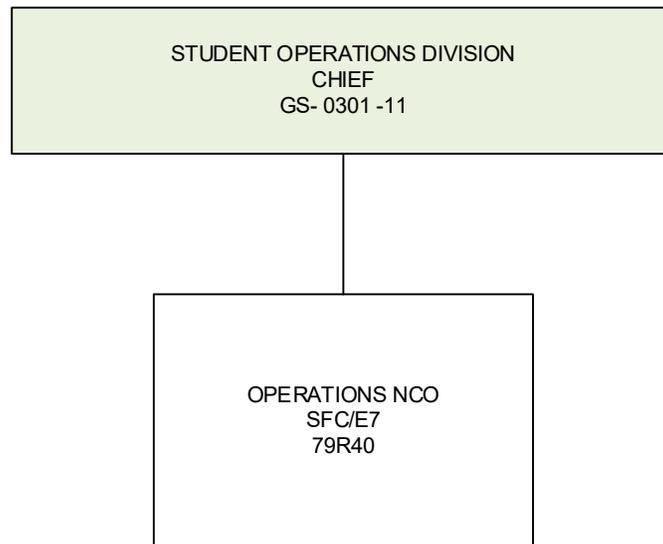
Figure 2-7. Operation Division Organizational Chart.

2-19. Mission.

The Operations Division Chief supports the overall quality of life for all Cadre, Staff and Soldiers attending the College. Including the organization and operation of the extended learning environment to include the dining facilities used by Soldiers during training for USAREC or the Recruiting and Retention College. Communicates support requirements to the higher headquarters and installation when required and serves as the Emergency Management Officer.

2-20. Functions and Responsibilities.

a. **Operations Division Chief**. Working under the general direction of the commandant; The Director provides general administrative support guidance consisting primarily of broad objectives to be accomplished for supervising the management of student loads, in-processing, tracking, and graduating students attending courses at the RRC. Provides weekly status briefs on student populations, resource requirements to train and coordinate billeting and meal issues with appropriate Fort Knox Agencies. Responsible for providing internal and external operational support activities as it effects the RRC. Overall responsibility for the planning and execution of student management for all Soldiers and civilians attending courses provided by RRC.

(1) Independently plans, organizes, and carry out assigned work and consults on potentially controversial and decision-making matters affecting administrative and logistical matters (i.e. individual training loads; billeting issues; student travel; and meals).

(2) Manages all student in-processing/out-processing ensuring 100% accountability for all students enrolled in RRC Courses in order to support USAREC's readiness requirements.

(3) Coordinates Medical/Dental requirements for students.

(4) Ensures adequate billeting (Extended Learning Facilities).

(5) Represents the RRC with the Morale Welfare and Recreation (MWR) and Information, Ticket and Reservation (ITR) offices.

(6) Provides daily briefings for the Commandant concerning student issues.

(7) Provides Medical Protection System (MEDPROS) support to account for all students' status.

(8) Coordinates with the Military Personnel Division on providing ASI orders, Common Access Cards when needed, and attaching Soldiers to the UIC while attending the course.

(9) Maintains and provides access to utilize the Dining Facility through the Meal Entitlement Maintenance (MEM) program. Resolves Interactive Customer Evaluation, "ICE" issues with MWR/Garrison and reports directly to Commandant on issues that cannot be resolved at the lowest level.

(10) Oversees the coordinates of all facilities and support to conduct student graduation activities.

(11) Uses knowledge of how DA and USAREC function to make meaningful decisions on day-to-day operations.

b. **Protocol Officer**:

(1) Coordinates with all internal and external RRC stakeholders for related issues.

(2) Coordinates all activities for student-related special events and requirements (VIP visits, billeting, itinerary development and transportation).

(3) Serves as primary POC for all VIP visits and all RRC special events. Coordinates all VIP activities with USAREC Protocol Officer.

(4) International Military Service Officer

(5) Perform duties as the International Military Service Officer. Plans, executes and administers the International Military Student Officer Program (IMSO) at the RRC.

(6) The incumbent is the Subject Matter Expert 9SME) on all IMSO department matters.

(7) Advises the Commandant on all matters pertaining to the IMS, continuity, educating senior leadership, faculty and staff about IMSO matters.

(8) Plans work and personnel needs based on existing and anticipated operational requirements.

(9) Assures uniform application of all administrative, operating policies and procedures as well as coordination of related responsibilities and resolution of problems encountered in day to day operations.

(10) Develops a local policy guidance for the IMS. The incumbent also acts as the point of contact for all

administrative and support issues related to the program, including officer evaluations and academic performance reports

c. **Emergency Management Officer**

(1) Ensures the security of the Staff and Cadre by performing duties as the units Emergency Management Officer (AT/FP).

(2) The incumbent of this position is the Chief of Emergency Management and serves as principal advisor to the Commandant on all matters relating to natural and technology disasters, national security emergencies, civil disturbances, and terrorism activities.

(3) Responsible for managing the College Emergency and Security Programs. During emergencies, the Emergency Manager provides overall management of emergencies/disaster operations and planning activities and is typically the official who represents the commandant for disaster related matters.

(4) Coordinates implementation of AT Plans. Oversees the FP and advises the Command Team.

(5) Coordinates with Intelligence and Law Enforcement Agencies to develop Risk, Vulnerability and Criticality Assessments.

(6) Develops Courses of Action to mitigate risk and vulnerabilities. Recommends modification to existing Emergency Action Plan and High Risk Target structures to reduce vulnerability to terrorist attack.

(7) Coordinates emplacement of barriers and access control structures in accordance with AT plans and the operational situation.

(8) Develops, coordinates and executes exercises to test compliance and readiness IAW published AT plan.

(9) Conducts after action reviews to determine effectiveness of exercises, and identify organizational, planning or training deficiencies and recommends solutions to issues.

(10) Develops, coordinates and tests the garrison Incident Response measures in concert with those of the RRC.

d. **Operations NCO**. Serves as an Operations NCOIC for the RRC assisting the Operations Division Chief in the support and management of over 4,500 students and 123 noncommissioned officers, DA Civilians and contractor personnel.

(1) Advises and initiates recommendations within the RRC to four departments, consisting of the Recruiting Department, Retention Department, Training Department, and NCOA.

(2) Executes policies pertaining to readiness, discipline, effective personnel utilization, force structure, training, and development.

(3) Responsible for student management and coordinating.

(4) Oversee the graduating and processing of over 4,500 Soldiers annually.

(5) Accountable for over $15,000,000 in student housing.

(6) Facilitate in- and out-processing of student from the RRC.

(7) Ensure receipt of Student Diplomas or DA Form 1059 after completion of course requirements for courses requiring a 1059 issued.

Section VIII: Chief Academic Officer (Dean)

2-21. Chief Academic Officer (Dean) Organizational Structure.

Figure 2-8. Chief Academy Officer (Dean) Organizational Chart

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                        ┌─────────────────────────┐
                        │          DEAN           │
                        │ CHIEF ACADEMIC OFFICER   │
                        │      GS- 1701 -14        │
                        └────────────┬────────────┘
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│QUALITY│ │TRAINING│ │TRAINING│ │FACULTY│ │DISTRIB.│ │DOCTRINE│ │FUTURES│ │PERSONNEL│
│ASSUR. │ │DEVELOP.│ │MANAGE. │ │& STAFF│ │LEARNING│ │DIVISION│ │FAIR   │ │DEVELOP. │
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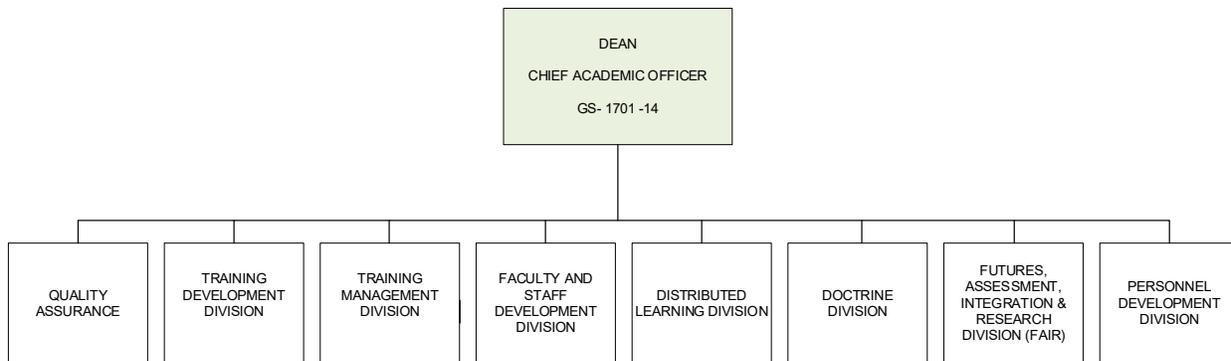
Figure 2-8. Chief Academy Officer (Dean) Organizational Chart

2-22. Mission.

Provide the U. S. Army Recruiting and Retention College with the most current and relevant training tools to enable the instructional staff to successfully train and educate the Soldiers that are accepted into the program. Analyze current and future needs of the Recruiting and Retention operating environment to develop requirements to ensure the needs of the field are on track. Serve as the Army's training proponent for Career Management Field (CMF) 79 with training centers in the RRC, the United States Army Reserve and Readiness Training Center (USARRTC) and the Army National Guard's Strength Maintenance Training Center (SMTC).

2-23. Training Development Division Organization Structure.

Figure 2-9. Training Development Division Organizational Chart

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          ┌─────────────────────────┐
          │   TRAINING DEVELOPMENT  │
          │         DIVISION        │
          │          CHIEF          │
          │       GS- 1750 -12      │
          └─────────────────────────┘
                      │
        ┌─────────────┼─────────────┐
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│   DEVELOPER   │ │   DEVELOPER   │ │   DEVELOPER   │
│    MSG/E8     │ │    SFC/E7     │ │  GS – 1712-11 │
│    79S58      │ │    79R48      │ │               │
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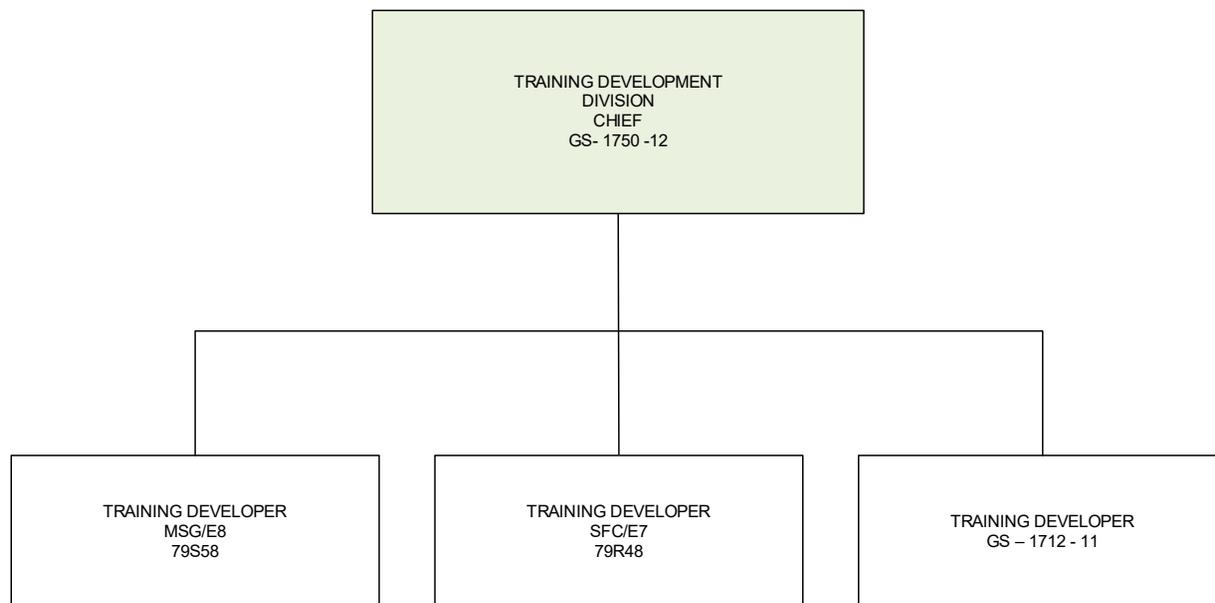
Figure 2-9. Training Development Division Organizational Chart

2-24. Mission.

Oversee Recruiting and Retention training development efforts for courses, including lesson plan updates and POI submissions. Leverage technology to streamline the development and maintenance of training products. Ensure timely submission of TRAS documents, to include Individual Training Plan (ITPs), Course Administrative Data (CADs) and POIs. Maximize teamwork to ensure the delivery of timely and relevant courseware to instructors.

2-25. Functions and Responsibilities.

a. **Training Development Division Chief**. Directly supervises eight employees (3 DA civilians, and five Soldiers). Principal advisor to the Director of Training and deputy commandant on all applicable training development matters pertaining to Recruiting and Retention. Responsible for the development of individual training and education products, for both professional military education and functional courses, trained and delivered by the RRC. Provide clear and concise direction and guidance to employees and Soldiers in support of meeting the training development priorities established by the school commandant and accomplishing the RRC mission.

b. **Training Developers**. Responsible for developing and/or assisting in and reviewing the development of course and instructional materials for courses or portions of courses offered by the RRC. Executes ADDIE process on individual and collective training programs. Researches, evaluates, and reviews training materials and instructional technologies; develops training standards, guides, methods, and aids to meet TRADOC and Army Learning Model (ALM) requirements. Courses involve detailed explanation, and demonstration of the roles, responsibilities, and business processes of US Army Recruiters, Career Counselors, and Retention NCOs. Serve as a consultant and advisor to training programs and subject matter personnel. Duties require a high level of technical competence in the specialized area of personnel recruitment and retention, plus a practical knowledge of the methods and techniques of education and instruction. Additional tasks include—

(1) Serves as a training specialist by researching, developing, writing, revising, reviewing and/or advising on the content of all course materials for recruiting and retention training courses or portions thereof for the CMF 79 R & S.

(2) Performs independent research, evaluation, and development of technical information for inclusion in such materials as Programs of Instruction (POI), exams, Individual Student Assessment Plans (ISAPs), Course Management Plans (CMPs), lesson plans, practical exercises, student handouts, grading rubrics, and training schedules.

(3) Researches all available source of information on material in subject areas to include contacting sources outside the RRC for information pertaining to Army regulations, and publications for use in developing the most current course content possible.

(4) Reviews the detailed subject matter content and references included in programs of instruction and lesson plans prepared by training instructors to assure that all new and pertinent material and regulatory guidance are included.

(5) Reviews recommendations for course revisions made by instructor personnel to determine the technical validity of proposals and for conformance to training policies suggesting where necessary incorporation of the latest educational techniques affecting specialty area.

(6) Reviews other course materials including non-resident instruction, self-pace materials, and other training material as required to support the RRC mission (e.g., Soldiers manuals, commander's manuals, etc.).

(7) Updates all course materials as needed.

2-26. Training Management Division Organizational Structure.

Figure 2-10. Training Management Division Organizational Chart.
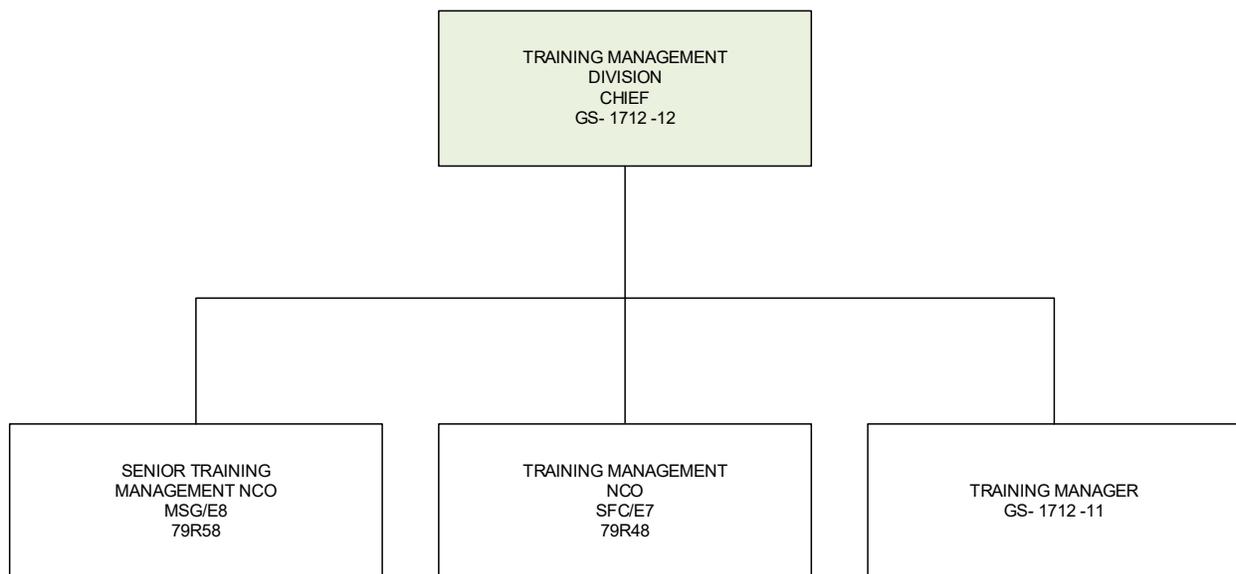
Figure 2-10. Training Management Division Organizational Chart

2-27. Mission.

Oversee recruiting and retention training management efforts for all courses, including participation and coordination for the SMDR process and submission of course dates, student/instructor ratios, and potential TRAPs. Leverage technology to streamline the development and maintenance of training management products. Ensure timely submission of documents, to include Individual Training Plan (ITPs), Course Administrative Data (CADs) and POIs to ATRRS and DTMS. Maximize teamwork to ensure all courses are executed and coordinated for maximum participation. Frequently coordinates with DA, TRADOC, and USAREC training management personnel.

2-28. Functions and Responsibilities.

a. **Training Management Division Chief**. Directly supervises five employees (1 DA Civilian and 4 Soldiers) and serves as the training management action officer with program responsibility over coordination of policy and direction in the programming and scheduling of all resident courses and classes. Prepares current year and program year schedules of formal classes. Analyzes and evaluates the current and long-range requirements plan for resident training. Serves as the TRAS POC for the RRC. Coordinates with USAREC, HRC, Army components, and the Army G-1 for the development of long-range training requirements in order to meet the Army's training management objectives for the CMF 79 series. Tasks include:

(1) Plans, programs, implements and independently manages the Army Training Resource Requirements System (ATRRS) for the RRC for all resident officer and enlisted courses as well as for other functional.

(2) Coordinates with TRADOC analyst in the review of all Training Requirements Analysis System (TRAS) documents in Training Development Capability (TDC) to ensure they align with ATRRS to ensure all POIs are validated for the complete CMF 79

(3) Advises Commanders on course quota, recommending alternative methods to secure needed training. Prepares current year and program year schedules of formal classes IAW TRADOC guidance.

(4) Makes decisions on work problems presented by managers.

(5) Independently works and coordinates with senior Training Managers from DA, TRADOC, CAC, ArmyU, HRC, and USAREC Headquarters to develop training requirements and consolidates these requirements into a training strategy. Directs the initial planning and manages the pre-SMDR (N-1 Functional Training Course Analyst and Review) to fact find and negotiate all training requirements. Advises the commandant on defense strategies for the Department of the Army's annual SMDR, Counsel of Colonels (CoC) and General Officer Steering Committee (GOSC).

(6) Provides guidance and advice to senior Training Managers at USAREC G3, United State Army Reserve Readiness Training Center (USARRTC), and Strength Maintenance Training Center (SMTC in the preparation of their requirements. Serves as liaison with field elements for student quotas and enrollments.

(7) Develops or approves requirements for personnel, facilities and material as a basis for planning, budgeting and TRAP actions requiring additional resources to support increased training requirements beyond the annual SMDR, Relook requirements. Coordinate program efforts with elements within and outside of DA HQs, TRADOC, HRC, and Fort Knox.

(8) Plans and implements the annual training schedule for recruiting and retention training.

(9) Serves as Records Manager for the RRC, maintains ORL'S and transfer locally stored records from Action Officers to ARIMS.

(10) Provides statistics to senior leaders at the RRC as well as to higher headquarters personnel.

(11) Researches enrollment statistics and provides this material, in report form, to senior leaders at the RRC as well as to higher headquarters personnel. Prepares the RRC for the American Council on Education (ACE) visits and assessments. Conducts academic Faculty Boards, as needed.

(12) Serves as the primary Foreign Disclosure Officer for the college and CMF.

b. **Training Management NCOIC**. Serves as the Training Management NCOIC responsible for health, safety, morale, and training of four NCO's to ensure the maintenance of grade books and class folders for nine resident courses and two distributed learning courses. Tasks include—

(1) Conducts audits of student class rosters.

(2) Compiles statistics reports and information to prepare student diplomas.

(3) Type's correspondence relating to academic records, transcripts, and replacement diplomas.

(4) Operates and maintains ATRRS.

(5) Responsible for the maintenance of resident courses and distributed learning courses.

(6) Creates archives of student records to include class roster printouts, ATRRS input/output, Student disposition forms, DA Form 1059s, and diplomas.

(7) Compiles statistics reports; types correspondence relating to academic records, transcripts, and replacement diplomas; processes Freedom of Information (FOIA) requests; operates ATRRS.

(8) Manages Training Arbitration Resource Panel requests.

(9) Builds course schedules.

(10) Manage and oversee the Staff and faculty development, instructor certification, RRC NCO and Instructor boards, ACFT and HT/WT and all other schools scheduling.

(11) Manage TRAS documents for all schools in CMF 79 proponent.

(12) Coordinate for ACE Evaluations.

(13) Manage the RRC Social media and the RRC portion of the G3 Training Assessment visits.

(14) Serves as the secondary Foreign Disclosure Officer for the college and CMF.

c. **Training Manager**. Maintains grade books and class folders on the Guidance Counselor Operations Course (GCOC), Health care recruiter Course (HCRC) and the Career Counselor Course (CCC). Tasks include—

(1) Conduct audits of student class roster printouts.

(2) Compile statistics reports and information to prepare student diplomas.

(3) Type correspondences relating to academic records, transcripts, and replacement diplomas.

(4) Process student dispositions and Freedom of Information requests.

(5) Operates and maintains ATRRS.

(6) Manage TRAS documents for all schools in CMF 79 proponent.

(7) Serves as the RRC and CMF Foreign Disclosure Officers

(8) Operates and maintains ATRRS.

2-29. Faculty and Staff Development Division Organizational Structure.

Figure 2-11. Faculty and Staff Development Organization Chart.
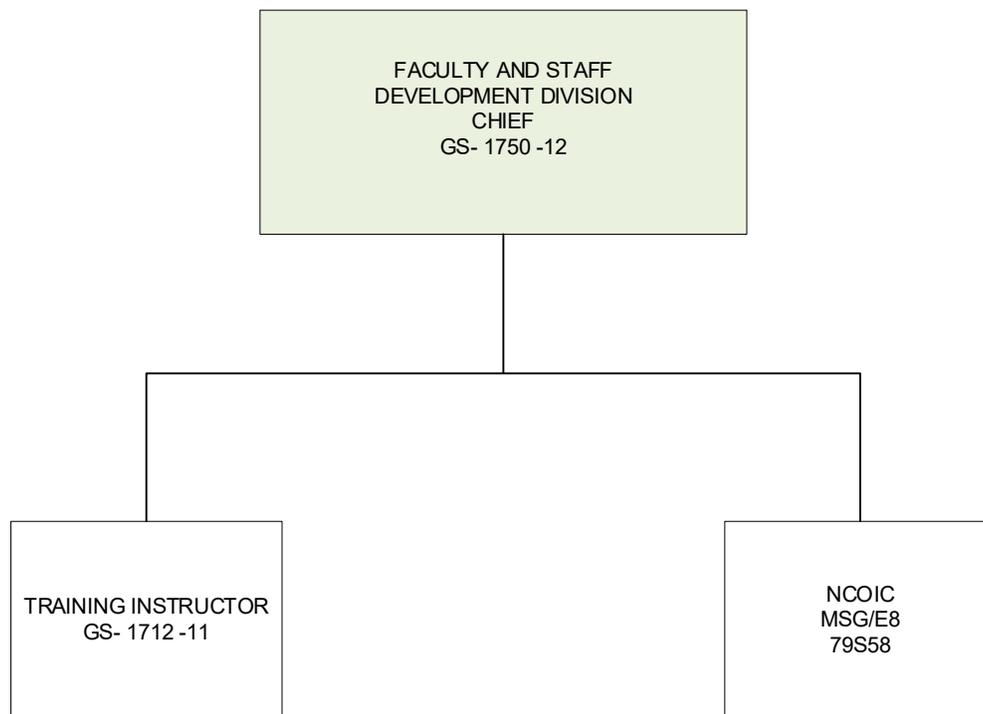

Figure 2-11. Faculty and Staff Development Organizational Chart.

2-30. Mission.

Manages the FSD and operations to prepare Faculty and Staff for their positions of responsibility by way of the Recruiting and Retention College's Faculty and Staff Development Program including the Common Faculty Development Program, Faculty Recognition Program, and the Train the Trainer Faculty and Staff Development Program.

2-31. Functions and Responsibilities

a. **Faculty and Staff Division Chief.** Directs Recruiting and Retention College Faculty and Staff Development Program. Initiates and maintains liaison with HQ TRADOC, ArmyU, USASMA and proponent school elements for the conduct of faculty development and program instruction and evaluation. Serves as lead educator for faculty development courses directed towards recruiting and retention operations in graduate level resident and nonresident instruction with-in an adult experiential learning environment. Plans and directs course operations and provides administrative and technical supervision to assigned personnel for Common Faculty development Program (CFDP), Faculty Development Recognition Program (FDRP), and Train the Trainer Faculty Development Program (T3DP). Supervises the (Common Faculty Development- Instructor Course (CFD-IC), Common Faculty Development- Development Course (CFD-DC), Staff and Faculty Local Training (SFLT), Evaluator Instructor Course (EIC), Training and Education Developer Middle Managers Course, Asynchronous Distributed Learners Instructor Course (ADLC), and Training Developers Capability (TDC). Collaborates with Dean on research projects that involve educational subjects that effects the RRC. Plan and directs technical long-range planning for the Faculty and Staff training program.

(1) Oversees the RRC Instructor Certification Program, reviews and assesses emerging and new instructional technology and identifies implications for training certification.

(2) Serves as lead educator for integration of instructional technology.

(3) Manages the Continued Education Development Program (CEDP) and instructor training program to ensure all requirements are met.

(4) Supervises, coordinates, consultant and evaluator for the RRC FDRP leading to the Basic/Senior/Master Badge Program.

(5) Formulates evaluation criteria and appraises the quality of RRC instructional personnel by conducting announced and unannounced instructor evaluations.

(6) Exercises supervisory control for lower graded employees assigning work to subordinates based on priorities scope and general objectives.

(7) Ensures FSD compliance with policies and established procedures through evaluations in classroom/laboratory visits and other means of feedback.

(8) Develops performance plans and evaluates work performance of subordinates, addresses disciplinary cases

(9) Directs highly technical multi-programs within an academic training department which directly shapes the effectiveness USAREC, RRC and all other schools in performing its mission.

(10) Manages the annual training schedule for all FS courses and coordinate with the Training Management

(11) Provides input and takes actions to promotions, and other status changes of assigned personnel.

(12) Implements training policy, guidance, and oversight of all training with the RRC Staff and Faculty.

b. **Faculty and Staff NCOIC.** Serves as the military program manager with in the FSD and focuses on the management and execution of the Faculty and Staff Development programs. They evaluates the Army's FSDP curriculum in support of the TRADOC Quality Assurance Office (QAO) accreditation standards for The Army School System and communicate and create syncing operation with Headquarters, Department of the Army education criteria required for award of appropriate instructor and developer SIs or SQIs and ensures compliance with Army Enterprise Accreditation Standards (AEAS) across learning institutions related to Faculty and Staff functions, as required.

(1) Analyzes Army learning and education knowledge, skills, and abilities including assessments of the promulgation of instructional strategies, emerging technology, Army Learning Model concepts, International Board of Standards for Training, Performance and Instruction (IBSTPI) facilitator competencies, the ALAs and the GLOs.

(2) Applies the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) process to all products and courses supporting the FSDP.

(3) Ensures the FSDP course materials are student centric, relevant, realistic, rigorous, collaborative, engaging, and current.

(4) Performs duties which involves scheduling and conducting instruction; developing components of instructional design.

(5) Develops doctrine and integrates into field manuals, mission training plans, and soldier training products.

(6) Schedules and conducts instruction; develops complete, full-length courses in compliance with instructional design; designs and develops training and performance measures.

(7) Conducts educational research, contributes to the development of new courses, and updates existing courses as required by RRC leadership.

c. **Faculty and Staff Training Instructor.** Serves as Faculty and Staff Department (FSD) primary instructor for Common Faculty Development- Instructor Course (CFD-IC), Common Faculty Development-Development Course (CFD-DC), Test Writing Course (TWC), Faculty and Staff Local Training (SFLT). Trains officers, warrant officers, noncommissioned officers, Department of Army civilians, and selected contractor personnel to present approved program of instruction (POI) and lesson plans.

(1) Ensures that assigned lesson material and course literature are current and in conformance with approved

lesson plans.

(2) Demonstrates a thorough knowledge of instructional methods as prescribed by assigned plans. Effectively employs those methods, training resources (media, facilities, equipment, mock-ups, simulations or simulators, computer assisted programs) to present assigned lesson plans.

(3) Performs in a variety of learning settings: self-paced, platform, small group instruction, and monitor/evaluate student presentations in a controlled instructional environment providing students feedback on performances.

(4) Researches and reviews educational material from other agencies and individuals to keep abreast of changes or innovations in the education field useful in revising and updating staff and faculty courses.

(5) Recommends and effects changes in the Faculty Staff Development Program based on assessments and research

(6) Assists in the Train the Trainer Faculty Development Program (T3FDP) ensuring certifying personnel maintain certification within FSD.

(7) Develops new material as required by the chief with minimal daily supervision. Participates in instructional material validation programs to ensure instructional material functions as it was designed.

(8) Administers student presentation practical exercises and test points providing feedback IAW applicable rubrics and criterion scoring checklist.

2-32. Distributed Learning Division Organizational Structure.

Figure 2-12. Distributed Learning Division Organizational Chart
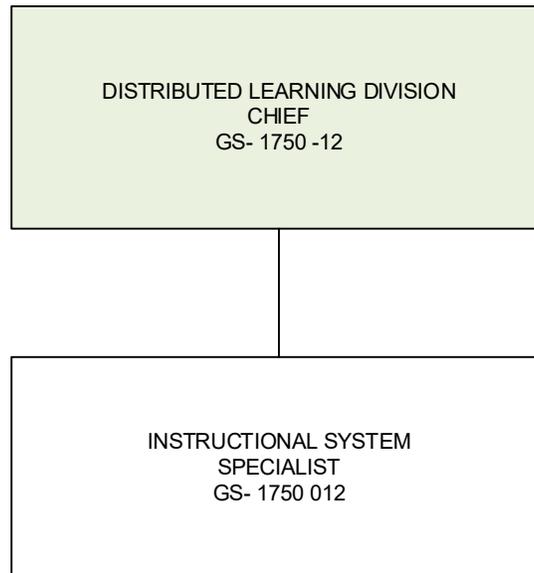
Figure 2-12. Distributed Learning Division Organizational Chart

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2-33. Mission.

Oversee Recruiting and Retention Distributed Learning (DL) development efforts for courses and other training products designed to enhance the Recruiting and Retention College mission. Leverage technology to streamline the development and maintenance of distributed learning training products. Maximize teamwork to ensure the delivery of timely and relevant distributed learning courseware.

2-34. Functions and Responsibilities.

a. **Distributed Learning Division Chief.** Directly supervises one employee (DA civilian). Principal advisor to the Dean, Chief Academic Officer and commandant on all applicable distributed learning development matters pertaining to Recruiting and Retention. Responsible for the development of distributed learning products, for both professional military education and functional courses delivered by the RRC. Provide clear and concise direction and guidance to employees in support of meeting the distributed learning development priorities established by the school commandant and accomplishing the RRC mission. Maintain standard operating procedures (SOP) for the distributed learning division that includes each component of the ADDIE process.

b. **Instructional System Specialist**. Responsible for developing and/or assisting the development of distributed learning courses or portions of courses offered by the RRC. Executes the ADDIE process on individual and collective distributed learning training programs. Researches, evaluates, and reviews training materials and instructional technologies to meet TRADOC and Army Learning Model (ALM) requirements. Duties require a high level of technical competence in the specialized area of distributed learning design, development and implementation, plus a practical knowledge of the methods and techniques of education and instruction. Additional tasks:

(1) Incorporates distributed learning capabilities into TASS with focus on interactive cognitive strategies to develop problem solving skills and information processing techniques required for decision making as applied to recruiting.

(2) Develops training distribution and exportation plans for instruction to remote locations. Stays current with instructional platforms, such as the Army Learning Management System (ALMS) and Blackboard (Bb).

(3) Maintain administrator rights for instructional platforms for uploading training material for testing, reviewing, maintaining.

2-35. Doctrine Division Organizational Structure.

Figure 2-13. Doctrine Division Organizational Chart.
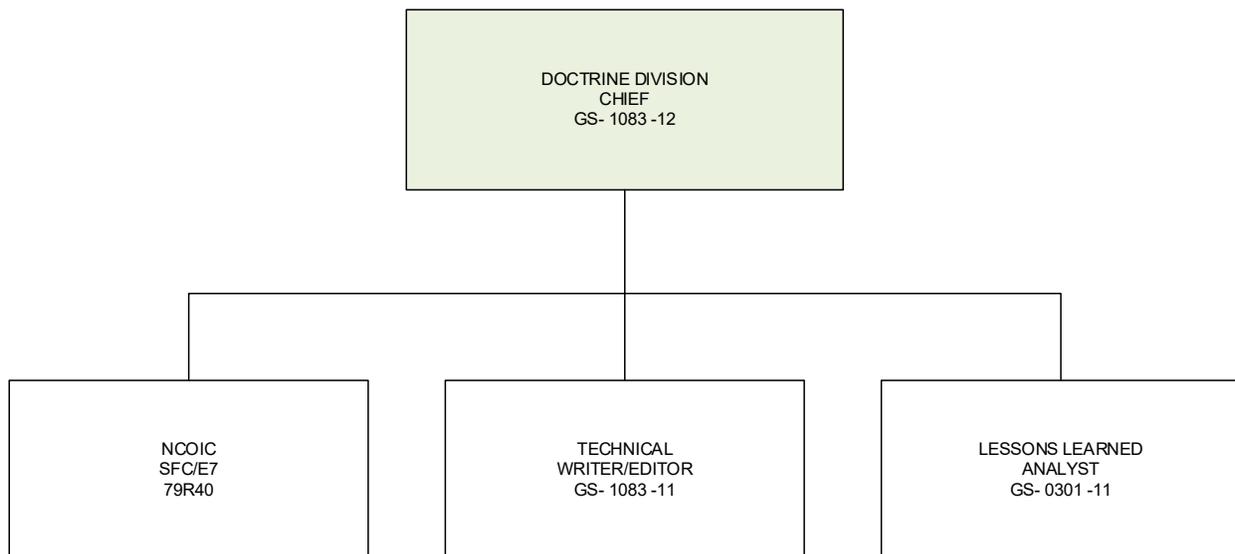
Figure 2-13. Doctrine Division Organizational Chart

2-36. Mission.

The Doctrine Division develops and sustains recruiting doctrine to enhance the mission effectiveness of the current and future recruiting force within USAREC. As part of this process, Doctrine Division assesses concepts, studies, then plans and writes, staffs, and disseminates proponent doctrine while ensuring synchronization with higher-level Army doctrine. This process includes research of best business practice, development, and creation of new concepts when required. Other doctrine activities include support to the development of RRC instructional materials during the ADDIE process; analysis of 'D' in DOTMLPF-P for USAREC systems, policies, and processes for doctrinal application and conducting quality control for doctrinal correctness.

a. **Doctrine Division Chief**. Manages the day-to-day activities of the division. The chief is responsible for overseeing all aspects of the recruiting doctrine development program (DDP), division operations, planning, training, and mission support. Key functional responsibilities listed below are not all-inclusive. The division chief also—

(1) Represents the division in all commandant level and higher meetings.

(2) Ensures government service employees receive appropriate training and development.

(3) Reviews and approves all writer-developed program directives and publications prior to staffing.

(4) Provides guidance and oversight to all writers during publication development.

(5) Develops, compiles, maintains, and submits all local and external doctrinal and division specific reports and briefs, to include– Daily status, Weekly Activity Report, Situation Reports (SITREP), project progress reports, Doctrine Workload Assessment, Position Descriptions.

(6) Assigns writers to specific manuals using their special skills, experience, and knowledge to targeted subject matter.

(7) Coordinates directly with TRADOC Joint Military Doctrine (JMD) and USACAC, Combined Arms Doctrine Directorate (CADD) points of contact (POC).

(8) Coordinates directly with other doctrine divisions and or branch offices.

(9) Approves all Recruiting Command comments and recommendations to non-proponent doctrinal publications.

(10) Ensures doctrine drives training and supports the development of lesson plans, POIs, and ITPs.

(11) Coordinates with training development chief and ensures before training support documents are entered or updated in TDC for review, course chiefs, instructors and training developers have coordinated with Doctrine Division to ensure products and supporting publications are doctrinally current and relevant.

(12) Ensure the Army Enterprise Accreditation Standards (AEAS), are met during the annual Quality Assurance Inspection.

(13) Tracks all division suspense dates.

(14) Acts as the technical POC for all internal division contracts.

(15) Reviews and approves writer developed DA Form 260, Request for Printing of Publication when required and directed by the CG USAREC.

(16) Coordinates final publications with G-6 USAREC.

(17) Rates all government civilian and military personnel (when applicable).

(18) Directs all writers to back-up publications to specific folders on the doctrine repository.

(19) Determines the validity of section TDY requests and requests approval.

(20) Serves as a SME for the Critical Task Site Selection Board (CTSSB) and coordinates for the publication of the Soldier Training Publication (STP) and Officer Civilian Foundation Standard (OCFS).

b. **Doctrine Division NCOIC**. Serves as the NCO responsible for the integration of doctrine for a division level command consisting of six brigades, 44 battalions, 259 companies, 1,437 stations and more than 11,500 Soldiers, civilians, and contractors dispersed throughout the United States and foreign territories. Supports the integration of

doctrine with training programs and training support requirements, leader development, and career progression modeling. Conducts editing and research in connection with the preparation of manuals and publications on the tactics, techniques, and procedures of a variety of complex recruiting and management systems. The NCOIC specifically

(1) Represents the division at all NCO led activities to include meetings with the RRC and USAREC CSMs.

(2) Maintains the divisions training repository site on Microsoft SharePoint action network (SPAN) and ensures Doctrine Division personnel complete all annual training requirements.

(3) Serves as the subject matter expert for all recruiting station level and below tasks and functions for writers and editors.

(4) Serves as the site administrator for the Recruiting ProNet (An Army Professional Forum).

(5) Coordinates directly with external Soldiers assigned to perform recruiting and retention operations to garner best practices and lessons learned.

(6) Represents the division during the division chief's absence.

(7) Writes and edits documents for USAREC publications and web-based forums and other related dialogues questions, and briefings.

(8) Coordinates staffing of documents and publications.

(9) Visits and evaluates RRC classroom presentations ensuring correctly presented doctrine subject matter is in the program of instruction.

(10) Develops and presents training on a variety of subjects as outlined in the command's operation order and training guidance

c. **Technical Writer**. The writer is the primary component in the publication development process. To write effectively, writers must identify their audience and have a full understanding of the requirement. Writers must write with confidence and authority, conducting all necessary research and keeping abreast of important events in a publication's area of focus. Writers are responsible for preparing technically accurate, relevant, and properly coordinated manuscripts. The information should not duplicate material from other Joint/Army publications and it must not violate copyright, libel, or privacy act laws. Writers:

(1) Back up all publication files on the doctrine repository weekly or as necessary.

(2) Maintain a file of all historical information on the doctrine repository.

(3) Develop doctrinal publications using the TRADOC-approved publication format templates or USAREC approved templates for other publications.

(4) Develop and revise all doctrinal products using the Microsoft Word "Track Changes" tool.

(5) Develop and staff the publication description (PD); confirming the requirement for the publication; its purpose, and projected milestones and preparing a Blue-Top Summary Sheet (HQ USAREC Form CofS 1.0) for internal signatures.

(6) Cooperate closely and continually with the editor from initial meeting through completion of the final edited draft (FED).

(7) Maintain original graphics for potential modifications.

(8) Designate the overall classification of the manual, each classified portion of the manual, and the downgrading instructions (as required). All draft doctrinal publications are FOUO until published. All USAREC manuals once published are open to worldwide distributions.

(9) Review other DA publications (approved and draft) that may affect the project.

(10) Coordinate with writers of other publications in progress to standardize content and minimize duplication.

(11) Prepare outlines, coordinating with the editor, and obtaining necessary approval prior to preparing the initial document.

(12) Incorporate applicable standardization agreements (See AR 34-1).

(13) Coordinate with proponents of all required references to ensure that the most current information is considered and to avoid inconsistencies.

(14) Comply with all requirements for inclusion of forms and data collection.

(15) Obtain proper release of copyrighted material used and identifying the material in the text or graphic.

(16) Verify and categorize references for the consolidated list of references.

(17) Coordinate with the USAREC Lessons and Best Practices (G3/Knowledge Management (KM)) personnel for review of documented lessons and best practices for inclusion into doctrinal publications.

(18) Coordinate with the agency threat manager for review and approval of threat content – if needed.

(19) Staff the publication at all necessary stages of the development process. Evaluating and incorporating comments and resolving disputes. (Also maintaining the comment matrix used in adjudication as a historical document.)

(20) Brief the Doctrine Chief on the progress of the publication and reasons for including or not including field comments.

(21) Provide definitions for the glossary and identifying terms for the index

(22) Identify source for illustrations, especially technical illustrations.

(23) Adhere to publication standards and requirements prescribed in TRADOC Reg 25-30 and 25-36.

(24) Observe instruction for application of subject matter IAW doctrinal concepts.

(25) Review organization training products for application IAW doctrinal concepts.

(26) Comply with all pertinent regulations.

d. **Literary Editor**. Editing is the analysis, organization, and presentation of the content in cooperation with the editor will assist the writer in reorganizing, revising, rearranging, or reworking the publication to meet required publication standards. The editor reviews the final designed or formatted publication to ensure meeting all applicable requirements. Specifically, editors—

(1) Maintain an electronic file of all approved editorial changes and other relevant information.

(2) Back up all publication files to the doctrine repository (SPAN) as needed.

(3) Provide continuity to a project during a turnover of writers.

(4) The editor has two major functions: ensuring that the information in the manual are presented clearly, logically, and accurately. Assisting the author through the entire publishing process.

(5) Work closely with the writer, the editor will review the material for syntax, vocabulary, style, logic, consistency, continuity, and clarity.

(6) Looks for duplicated and overlapping coverage, conflict with prescribed policy, and questionable or controversial statements (jargon and bafflegab).

(7) Act as liaison between the writer and the graphics editor.

(8) Review the writer's outline for logical, coherent, balanced, and consistent organization and adjusting it where necessary.

(9) Compare the draft doctrinal publication with the outline and making or recommending adjustments. (All editor changes will use the MS Word "Track Changes" tool.)

(10) Act as a test reader.

(11) Assess the text and revising it as necessary to ensure that it meets reading grade level requirements (Flesch–Kincaid).

(12) Minimize wordiness and redundancy.

(13) Ensure adherence to the TRADOC prescribed format template.

(14) Ensure that titles are accurate, succinct, and parallel.

(15) Ensure content conforms to the rules of grammar and prescribed Army-wide Doctrine & Training Literature Program (ADTLP) style (see TR 25-30).

(16) Ensure consistency of writing style, especially when different writers contribute to the publication.

(17) Ensure that all applicable required elements are included and that the wording of all necessary statements is accurate.

(18) Verify the table of contents and the currency of forms and references, compiling the glossary, and preparing the index.

(19) Ensure that the publication meets copyright, libel, and proprietary requirements.

(20) Provide the graphics editor with a logically organized, properly formatted, and grammatically accurate FED, including an outline showing all titles and subtitles.

(21) Recommend to the graphics editor portions of text that may better function as graphics.

(22) Review the FED to ensure implementation of corrections.

(23) Observe instruction for application of subject matter IAW doctrinal concepts.

(24) Review organizational training products for application IAW doctrinal concepts and compliance with pertinent regulations.

(25) Ensure terms and acronyms correspond to meaning and use per the Army terminologist and the USAREC Glossary at: USAREC Glossary.

e. **Lessons Learned Integration Analyst**. Serves as Lessons Learned Analyst for the Doctrine Division at the Recruiting and Retention College. Responsible for the integration of lessons learned into the three domains of training; Institutional, Organizational, and Self-Development, as well as incorporation into recruiting doctrine for Soldiers, Warrant Officers, and Commissioned Officers assigned as Recruiters, Career Counselors or others assigned to any organization engaged in the recruitment and retention of Soldiers.

(1) Responsible for analysis of lessons and best practices information and products emerging from recruiting and retention operations worldwide through the Center of Army Lessons Learned (CALL) and other venues used to capture communications of lessons and best practices.

(2) Works directly with CMF 79 Proponent Schools, Stations, associated unified action partners, and agencies in the analysis and evaluation of lessons and best practices, and requirements for further study.

(3) Assists in the development of appropriate changes to doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) for submission to the Lessons Learned Integration (L2I) records and associated Knowledge Management Systems.

(4) In coordination with the RRC Quality Assurance Office (QAO), commandants, and the TRADOC Schools and Centers and appropriate command/staff agencies within the Institutional Force, facilitates, monitors, tracks, and reports integration and implementation of lessons and best practices, and Tactics, Techniques, and Procedures (TTPs) in the Army's Operational and Institutional domains.

(5) Maintains awareness and understanding of the ever-changing developments in the operational environment.

(6) Captures relevant lessons learned and prepares them for dissemination to the RRC Chief of Doctrine, RRC

Director of Training, USAREC Chief Knowledge Officer, and USAREC G-3 Training Division.

(7) Facilitates the operation of the RRC/USAREC Lessons Learned Integration collaboration network between CALL and all lessons learned integration representatives and cells located in TRADOC.

(8) Serves as site administer for an Army Professional Forum – the Recruiting ProNet.

(9) Extracts and forwards key issues to appropriate agencies within the CMF 79 training communities.

(10) Trains new personnel and maintains personal contacts and informal networks with CAC, TRADOC, Army proponent schools, and personnel at higher command and staff.

(11) Conducts direct liaison with USAREC and other key enablers associated with the recruitment and retention of Soldiers.

(12) Conducts exit interviews with trainers, students, and leaders from echelons of station to Army level.

(13) Reviews and processes information received from training/experimentation exercises and daily recruiting and retention operations.

(14) Reads and reviews all information to identify lessons learned (successes and failures) and trends in proficiency and force readiness with emphasis on systems, tactics, techniques, and procedures.

(15) Recommends TTPs to the U.S. Army. Develops appropriate changes to doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) for validation, integration, and assessment prior to assessment and integration to the lessons learned process.

(16) Applies in-depth knowledge and extensive experience with the principles of U.S. Army recruiting operations in the Operational Environment (OE) at the tactical and individual levels to researching, developing, editing, and writing articles documenting lessons learned from actual military training and experimentation exercises.

(17) Assists in the review of lessons and best practices to provide recommendations for Program of Instructions (POI)/ curriculum integration into the Army Education System.

(18) Personally manages, updates, or otherwise contributes to focus areas on multiple websites and social media systems.

(19) Serves as point of contact for CALL in the dissemination of TTP, initial insights, lessons learned, and trends analysis for the U.S. Army Recruiting Command RRC, USARRTC (79V), and Strength Maintenance Training Center (SMTC – 79T).

(20) Works directly with proponent schools and agencies in the analysis and evaluation of lessons learned and requirements for further study.

(21) Develops and reviews analytical products, white papers, and special reports and assists in distribution of such documents.

(22) Provides timely and relevant customer service in response to Requests for Information (RFI) from other agencies and individuals in support of training and learning.

(23) Develops and presents briefings on methodology/process related to Army integration of lessons learned.

(24) Performs other duties as assigned.

2-37. Futures, Assessment, Integration & Research Division (FAIR) Organizational Structure.

Figure 2-14. Futures, Assessment, Integration & Research (FAIR) Division Organizational Structure.

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┌─────────────────────────────────┐
│    FUTURES, ASSESSMENT,         │
│  INTEGRATION & RESEARCH DIVISION │
│            CHIEF                 │
│           MSG/E8                 │
│           79R58                  │
└─────────────────────────────────┘
                │
                │
     ┌──────────────────────┐
     │       SENIOR          │
     │ RESEARCH/INTEGRATION  │
     │        NCO            │
     │       MSG/E8          │
     │       79R58           │
     └──────────────────────┘
                │
            ┌────────────────────────┐
            │  RESEARCH/INTEGRATION  │
            │         NCO            │
            │        SFC/E7          │
            │        79R48           │
            └────────────────────────┘
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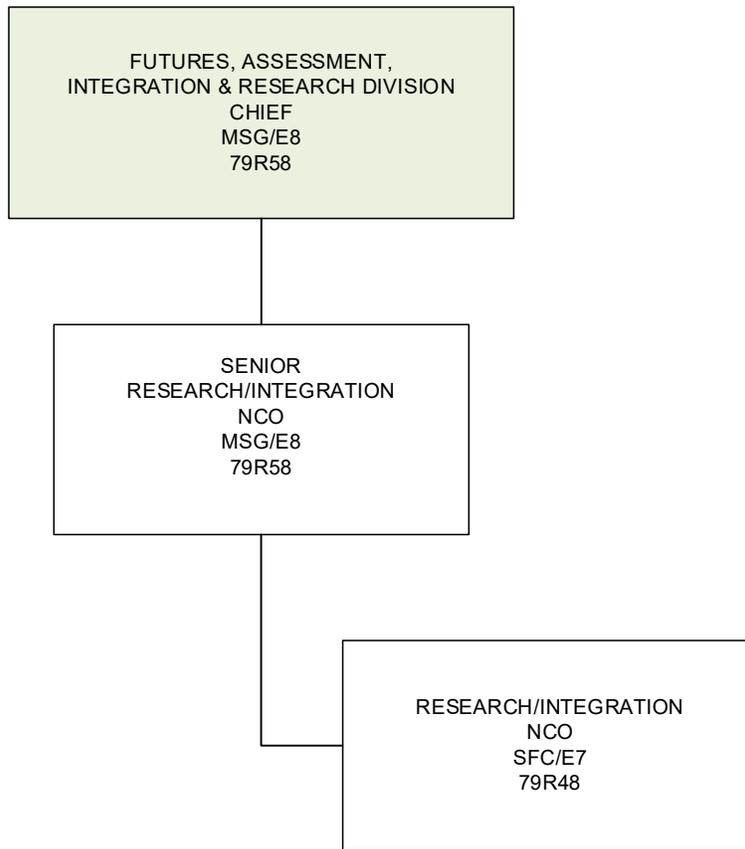
Figure 2-14. Futures, Assessment, Integration & Research (FAIR) Division Organizational Chart.

2-38. Mission

The Futures, Assessment, Integration & Research (FAIR) Division conducts research and hypothesis testing focused on the improvement of institutional training and enterprise operations

2-39. Functions and Responsibilities.

The FAIR oversees and leverages both simulated and live operational environments in its conduct of training and research along three lines of effort:

a. Training: develops leading edge techniques in training delivery and assessments beyond the classroom.

b. Live Construct Training Operations: integrates live construct operations within the training environment that improves utility of training while contributing to the next higher command mission.

c. Research: Conducts research to identify problems; tests and evaluates experimental-training solutions on their ability to produce conclusive results focused on improving operational outcomes.

d. **Fair Division Chief**. Responsible for the supervision and operations of the FAIR Division. Responsibilities include:

(1) Supervises six Research and Integration NCO's that comprise the division.

(2) Oversees the innovation and development of training events and resources beyond the classroom environment.

(3) Ensures training exercises remain IAW Army Enterprise Accreditation Standards (AEAS).

(4) Dispatches Research and Integration NCO's to facilitate live training operations.

(5) Hosts Distinguished and VIP visits to the division planned through USAREC Executive Services and the RRC Command Leadership Team.

(6) Cultivates innovation and critical thinking within the division through exploratory and developmental training events.

(7) Designs and conducts approved research through analysis, experimentation and testing.

(8) Coordinates inter-departmental working groups and communications for piloting and testing of hypothesis to include Recruiting Standards Directorate (RSD) and Judge Advocate General (JAG) as needed.

(9) Advises the Office of the Dean Chief Academic Officer on conclusions drawn from evidence based research through a formal written research report.

e. **Senior Research and Integration NCO**. Manages, trains and mentors assigned cadre and oversees instruction IAW Course Management Plan (CMP) and Individual Student Assessment Plan (ISAP). The Senior Research and Integration NCO manages resources, personnel and ensures accountability. The Senior Research NCO must graduate from the Common Faculty Development Course and graduate and shadow both the Army Recruiter Course and Station Commander Course or obtain multi-certification. Responsibilities include:

(1) Oversee facilitation of training assessment environments beyond the classroom.

(2) Ensure compliance with RRC SOP.

(3) Receive and manage training asset(s) scheduling to include simulators and live operations planning.

(4) Participate in funded developmental training events as needed.

(5) Continuously evaluate training effectiveness and efficiency and provide appropriate feedback to the Futures, Assessment and Research Division Chief.

(6) Ensure professional conduct of all Research and Integration NCO's at all times.

(7) Ensure all Research and Integration NCO's are aware of additional duties as prescribed in this SOP and briefed on their responsibilities.

(8) Report manpower and leave control requirements to the Division Chief.

(9) Perform dues as a Research and Integration NCO when required.

(10) Maintain accountability and serviceability of all facilities, equipment, and work order submissions.

(11) Manage required Assessment Certification programs applied beyond the classroom environment and maintain records of certification.

(12) Maintain logistical planning of live operations with a focus on conserving government funds.

f. **Research and Integration NCO**.
Research and Integration NCO's plan, host and facilitate training events beyond the classroom environment. Research and Integration NCO's apply critical thinking and explore innovative approaches to training and recruiting operations for investigation, hypothesis testing, development, and application. Research and Integration NCO's must graduate from the Common Faculty Development Course and graduate and shadow both the Army Recruiter Course and Station Commander Course or obtain multi-certification. Responsibilities include —

(1) Execute day-to-day administrative and training environment requirements.

(2) Plan and coordinate logistical requirements for simulated and live training events.

(3) Brief instructors and oversee training assessment and evaluation requirements for each class rotation, report variances to the Senior Research and Integration NCO.

(4) Review student rotation schedules through the division and assist in conflict resolution as needed.

(5) Participate in funded developmental training events as needed.

(6) Submit facility work-order and IT support requests (equipment, applications or other requirements).

(7) Certify instructors to complete applicable evaluations that occur beyond the classroom environment and submit records of completion to the Senior Research and Integration NCO for record keeping.

(8) Maintain positive control over the administration of student training within the division.

(9) Ensure required training resources are available for presenting the training as scheduled.

(10) Continuously evaluate training effectiveness and efficiency and provide appropriate feedback to the Senior Research and Integration NCO.

(11) Ensure staff, faculty and students comply with safety and environmental protection rules, regulations, laws and course requirements.

(12) Conduct and consolidate research required survey questionnaires, qualitative field interviews, and peer-reviewed research analysis as needed by the division.

(13) Participate in the collection and origination of innovative approaches to training and recruiting operations.

## 2-40. CMF 79 Personnel Development Division Organizational Structure.

Figure 2-15. Personnel Development Division Organizational Chart.
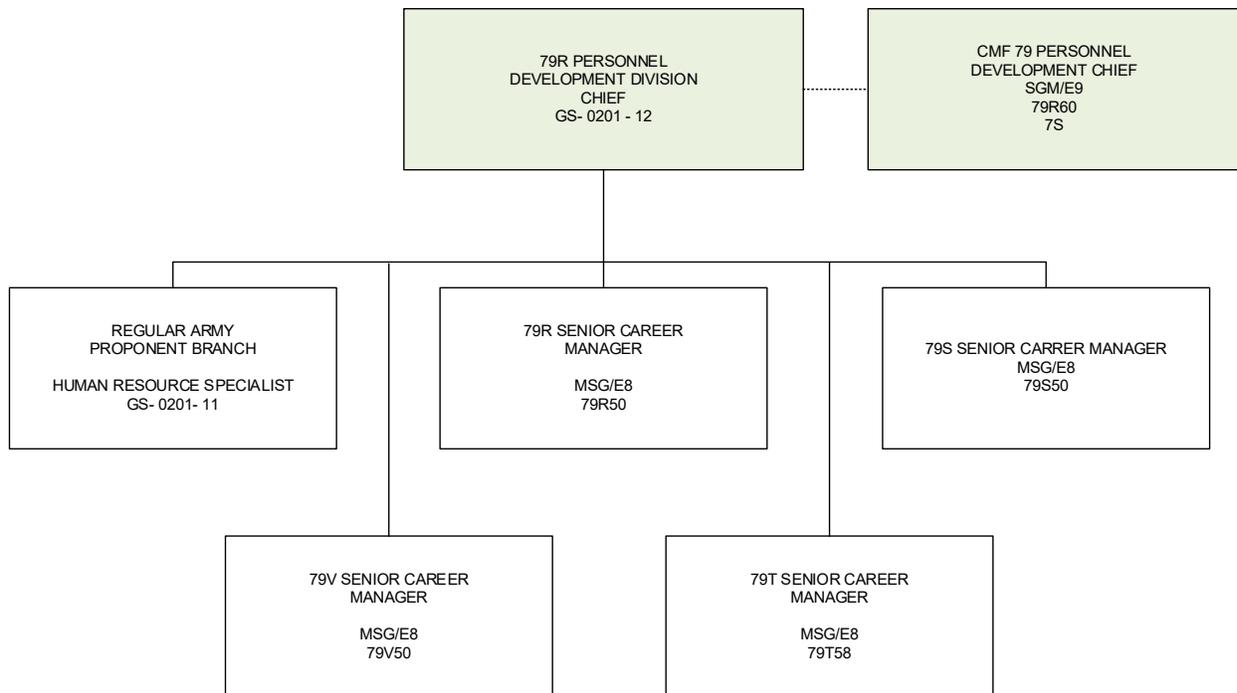
Figure 2-15. Personnel Development Division Organizational Chart.

2-41. Mission.

The Personnel Development Division is responsible for the eight personnel lifecycle management functions of their respective career fields. As such, they take the lead in defining developmental needs, refining requirements in the field, and providing assistance to improve all aspects of the Army's personnel management system. Personnel Proponents are also responsible for developing, monitoring and assessing equal opportunity and affirmative actions for each of the eight personnel life-cycle management functions of their respective career fields.

2-42. Functions and Responsibilities.

    a. **CMF 79R Proponent SGM**. Responsible for the eight life cycle functions of the 79 CMF.

    (1) Synchronizes Personnel Proponency for CMF 79. (RA/AR and ARNG).

    (2) Liaisons with co-located CMF proponent representatives (79T/79U/79S)

    (3) Consults, evaluates, expedites, and troubleshoots issues concerning specialty developments and changes to personnel management policies relative to the management of enlisted personnel in the recruiting occupational specialties and the commissioned officers serving in the recruiting command.

    (4) Has responsibility to provide interface concerning the personnel sub-system of the total recruiting force with the Office of the Chief of the Staff of the Army (CSA), Vice Chief of Staff of the Army (VCSA), Office of Deputy Chief of Staff for Personnel (Army G-1), TRADOC, and other major commands.

    (5) Represents the Commander, USAREC at DA and major command level conferences pertaining to Recruiting specialty proponency.

    (6) Initiates or recommends to the Commanding General (CG), USAREC, Office of the Chief of Army Reserve (OCAR), Chief, National Guard Bureau, and Headquarters, Department of the Army (HQDA), corrective actions on all personnel management policies and procedures, which affect the Recruiting forces.

    b. **Chief Personnel Development**:

    (1) Responds to constant active and projected changing situations and requirements in the personnel system and their impact on Recruiting Soldiers, TDA, doctrine, materiel, training, and evaluation.

    (2) Researches, develops, and coordinates personnel support to recruiting organizations, doctrine, and the deploy-ability in the field.

    (3) Performs duties relating to all life cycle personnel management functions to include structure of TDA and evaluation of future authorizations by specialty, to include classification - criteria in the appropriate classification and MOS description regulation.

    (4) Assures acquisition of personnel by analyzing accession (conversion) criteria, performing job task analysis of specialties, and reviewing and coordinating procurement numbers for out-years.

    (5) Coordinates individual training and education by identifying training criteria in accordance with force modernization dynamics, identifying civilian education available, recommending standards for personnel who instruct in other service schools, recommending criteria for selection of personnel by DA boards.

    (6) Determines distribution of the inventory of personnel by assessing strengths against authorizations and correlating schooling, grade mixes, overseas versus CONUS requirements, and recommending changes to Army assignment policies.

    (7) Verifies unit mission capabilities by evaluating unit distribution and home base concept and evaluating the effects on the personnel management system.

    (8) Evaluates sustainment by maintaining a viable, credible communication with the soldiers in the field, representing the professional interests of those Soldiers to higher headquarters, evaluating continuation, and retention rates within Recruiting, participating in the DA Specialty Proponency Committee, assessing initiatives to stabilize or improve retention.

    (9) Ensures professional development by establishing clear professional development patterns for the specialties,

conducting analyses of professional development training and education requirements against assignment priorities, and recommending policies that will ensure individual and unit stability will meet Army and individual career goals.

(10) Determines criteria for separation by monitoring specialties for possible exclusion from the elimination policy, recommending changes to the retirement policies, and recommending time-in-service requirements based on education and training given.

c. **CMF 79 Senior Career Management NCOs**:

(1) Establish a single point of contact responsible for personnel proponent matters within their respective organizations.

(2) Gather and evaluate data.

(3) Identify issues and initiatives.

(4) Formulate alternatives.

(5) Coordinate proposals affecting like occupations with other personnel proponents who share responsibilities for the occupation (e.g., civilian occupational series splitting among proponents or proponents for the military and civilian occupations are not collocated).

(6) Advise and assist CG, HRC, Deputy Assistant Secretary of the Army (Civilian Personnel Policy (CPP)/Defense Civilian Personnel (DASA [CPP]/DCP), RC, and ARNG personnel agencies.

(7) Analyze and make recommendations on individual spaces in the Army Authorization Document System (TAADS) (interchangeability coding, ASI, language identification code requirements, remarks code, branch identification, grade, MOS, area of concentration, civilian occupational series, etc.).

(8) Recommend changes to Tables of Organization and Equipment (TOE), Tables of Distribution and Allowances (TDA), and Mobilization Tables of Distribution and Allowances (MTDA).

(9) Recommend changes to ensure standardization of grade and career field coding in TOE and TDA units.

(10) Establish career progression pattern by career field.

(11) Evaluate the feasibility of future authorizations, by career field, based on projected requirements.

(12) Validate Army Educational Requirements System and Training with Industry positions by career field, grade, academic discipline, and commercial industry.

(13) Recommend criteria for selecting individuals to attend education or training.

(14) Recommend initiatives to counter the adverse impact on personnel serving in space-imbalanced MOS in peacetime and upon mobilization.

(15) Evaluate the inventory levels by career field after mobilization and recommend adjustments.

(16) Evaluate unit distribution, the home-basing concept, deployment, and other key actions, related to regimental affiliation and the Unit Manning System (cohesion, operational readiness training, and battalion rotation.)

(17) Provide recommendation on civilian mobilization planning and management.

(18) Evaluate the effects of mobilization on the personnel proponent system.

(19) Recommend maximum percentages, by grade, for designation into officer functional areas.

(20) Analyze the quality of the work force within a career field and recommend methods of improvement.

(21) Identify opportunities for development through institutional training, operational assignments, and self-development.

(22) Establish career progression patterns for military career fields to include consideration of maximum/minimum female.

Note: The RRC has "Training" proponent responsibilities for CMF 79. The 79S Senior Career Management NCO reports directly to the Department of the Army G-1, Director of Military Personnel Management (DMPM). The 79T

Senior Career Management NCO reports directly to National Guard Bureau/Strength Maintenance Training Center. The 79V Senior Career Management NCO reports directly to the Commander, Army Reserve Careers Division (ARCD)/Chief of Army Reserves (CAR) for their daily/weekly work requirements, MOS specific related guidance/priorities, and to utilize their specific NCO support chain, and chain of command for items that require the remaining Doctrine, Organization, Material, Leadership, Facilities (DOTMLPF) domains oversight.

Section IX: Noncommissioned Officer Academy

2-43. Noncommissioned Officer Academy Organizational Structure.

Figure 2-16. Noncommissioned Office Academy Organizational Chart.
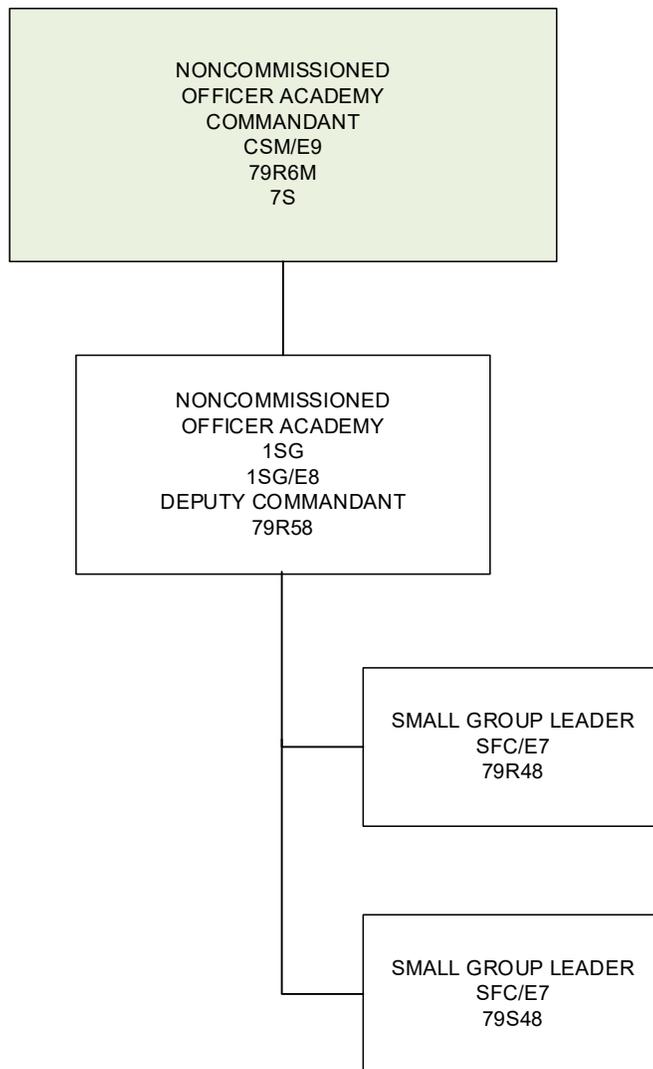
Figure 2-16. Noncommissioned Office Academy Organizational Chart

2-44. Mission.

Train and educate Noncommissioned Officers to achieve success in any operating environment; grow adaptive leaders fostered in a setting that facilitates character building, competence, creativity, and team building in support of America's Armed Forces to fight and <u>win</u> our Nation's wars. Noncommissioned Officers' tactical and technical skills are necessary to train, motivate, and lead Soldiers to take our Army into the next century while instilling Army values and understanding leaders and assisting in their development through Competence, Character and Commitment.

2-45. Functions and Responsibilities.

a. **Commandant.** Responsible for:

(1) Analyzes, conducts, and evaluates NCO training for Noncommissioned Officer Professional Development System (NCOPDS) and functional courses per AR 350-1, AR 350-10, and guidance as directed by TRADOC and the United States Army Sergeants Major Academy (USASMA).

(2) Serves as a mentor to the deputy commandant while setting the example for all Soldiers assigned, attached, or attending training at the Noncommissioned Officer Academy (NCOA).

(3) Establishes a working relationship with all the major subordinate command's command sergeants major.

(4) Provides updates to the division command sergeant major concerning change and progress concerning Academy Operations.

(5) Establishes a working relationship with other units on Fort Knox.

(6) Participates in NCOPDS working groups, video teleconferences, coordinated meetings, and commandant's conferences as required.

(a) Adjusts and/or update training products, as necessary.

(b) Ensures SGLs meet standards IAW AR 350-10, Para 2-14 (Management of Army Individual Training Requirements and Resources).

(c) Staffs the academy with sufficient instructors, administrative, operations, and supply personnel to accomplish unit's mission.

(d) Conducts internal and external evaluations to determine the quality of training effectiveness of graduates and the appropriateness of training support material, doctrine, and organization's support structure.

(e) Conducts long range planning to forecast training needs, identify associated resource requirements, and program and acquire resources.

(f) Serves as the rater for the deputy commandant and the senior rater for all SGLs.

b. **Deputy Commandant**.

(1) Inform the commandant on all ongoing activities.

(2) Monitors and assesses the support elements (administrative, operations, supply, and communications) to ensure each supports the needs of the academy.

(3) Programs events to ensure compliance to post policies and procedures in accordance with inspections standards for IG inspections, USASMA inspections, and TRADOC inspections.

(4) Manages academy budget, IMPAC cardholders, and serve as the primary approving (billing) official.

(5) Makes recommendations on improvements to enhance learning and provide for the health and welfare of all Soldiers assigned and attached.

(6) Serves as the commandant, when required.

(7) Serves as rater for SGLs.

(8) Plans, develops, analyzes, evaluates, advises, and conducts management and manpower analyses, reviews

determined requirements based on an extensive knowledge of training, missions, functions, and manpower management.

(9) Conducts studies and analyses to evaluate and determine military and civilian manpower requirements, authorization, and utilization.

(10) Conducts studies and analyses of missions, functions, organizational structures, workloads, and capabilities of existing or proposed organizational entities; prepares recommendations regarding existing or proposed organizational entities.

(11) Provides advisory services and coordinates with higher Headquarters to assist management officials in identifying and resolving problems concerning manpower utilization, mission accomplishment, position delineation and alignment, and documentation of manpower requirements.

c. **Small Group Leader**. Small group leaders (SGLs)—

(1) Qualify and maintain proficiency in each period of instruction.

(2) Present instruction, conduct practical exercises, assist other small group leaders, and grade student presentations as scheduled or directed.

(3) Conduct continuing research and analysis of techniques and contents of instruction presented.

(4) Recommend changes to the deputy commandant on programs of instruction, forms, lesson plans, examinations, handouts and training aids.

(5) Assist in the development of all new SGLs assigned to his/her platoon.

(6) Brief student deputy commandant daily on following day's activities if applicable.

(7) Maintain MOS proficiency and physical fitness.

(8) Monitor all students' activities to include break areas, dining facility and Academy maintenance.

(9) Counsel students whose performance or conduct is below acceptable standards. Recommends COAs to eliminate the problems and recommends to the deputy commandant those students for dismissal who fail to meet Army standards. Ensure immediate and proper documentation and expeditious reporting of all instances involving student disciplinary cases.

(10) Counsel, observe and evaluate students in all areas of student responsibility. Establishes and maintains high standards of conduct and appearance.

(11) Update and maintain visitor's desk and folder on a continuous basis for each cycle in accordance with the CMP.

(12) Develops and post daily deliberate risk assessments for all training activity and ensure student compliance.

(13) Continuously reviews and stays updated on changes in the Course Management Plan and Program of Instruction.

Section X: Logistics, Facilities, and Budget

2-46. Logistics, Facilities, and Budget Organizational Structure

Figure 2-17. Logistics, Facilities, and Budget Organizational Structure.
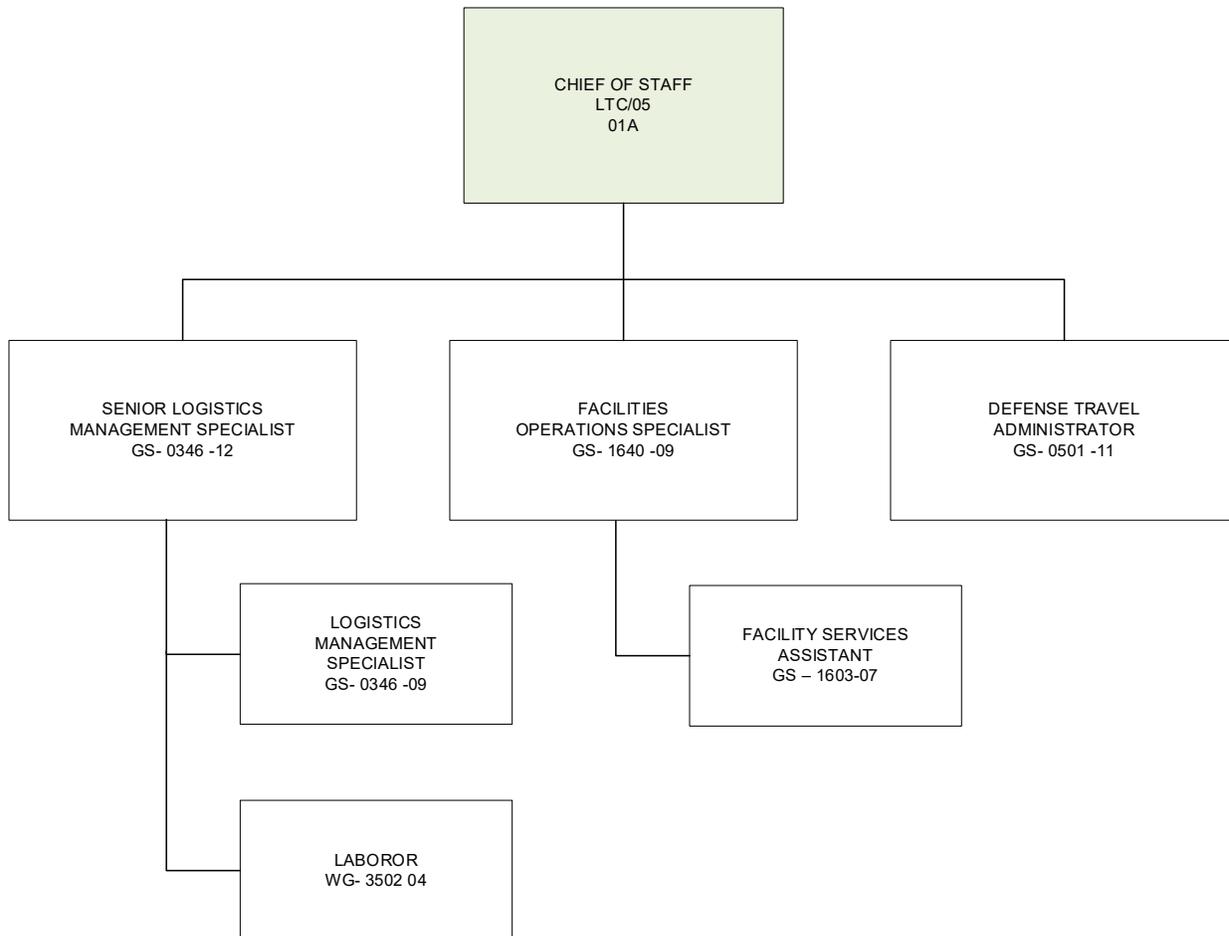

Figure 2-17. Logistics, Facilities, and Budget Organizational Structure.

2-47. Mission.

Provide the U. S. Army Recruiting and Retention College with the logistics, facilities, and budget to enable the instructional staff to successfully train and educate the Soldiers that are accepted into the program. Analyze current and future needs of the Recruiting and Retention operating environment to develop requirements to ensure the needs of the learning institution. Provides oversight for a multi-million-dollar budget and facilities management for multiple million dollar facilities.

2-48. Logistic Management Specialist (LMS):

The Senior LMS runs and operates the LMS and FAC sections and serves as the Budget Officer working directly for the CofS, advising on all logistical, budgetary, contract and sustainment matters. The LMS—

a. Serves as functional expert for a Command and Supply Discipline Program (CSDP) that includes supply,

Primary Hand Receipt Holder (PHRH), Government Services Activity (GSA) fleet management, Financial Liability Investigations of Property Loss (FLIPL) processing, Statement of Charges processing, Acquisition Management and Oversight (AMO) and Contract Requirement Request System (CRRS) for contract and procurement actions, Government Purchase Card (GPC) purchasing (Supply), Central Issue (CIF) management, and overseas the management of 12 buildings for the RRC footprint.

b. Serves as the Budget Officer tracking mission travel, supply purchases, contract funding, IT purchases and special project funding.

c. Coordinates and obtains supplemental sustainment uniforms and issues to all Army Recruiter Course (ARC) students and assigned 79R's.

d. Coordinates and obtains central issue items for the ARC students and all assigned military cadre, staff and faculty.

2-49. Facility Operations Specialist (FOS):

Manage 12 buildings, submits and request service orders for maintenance for the RRC footprint. Maintains and assigns students to housing.

2-50. Supply Sergeant:

Supports the Senior LMS in working directly for the CofS, advising on all logistical and sustainment matters. Serves as the PHRH.\

2-51. Defense Travel Administrator:

Serves as the organizations Defense Travel Administrator and Citibank Agency Program Coordinator with duties and functions listed below:

a. **Administrator for the Defense Travel System at the organizational level**.

(1) Assist HQ Lead Defense Travel Administrator with overall DTS administration for the site.

(2) DTS SME and Tier 1 Helpdesk for all travel related issues.

(3) Maintain profiles, permission levels, reports, EFT rejects, routing lists, groups, lines of accounting, and ensure travel documents are JTR/FMR compliant.

(4) Review all authorizations and vouchers for accuracy.

(5) Perform in- and out-processing procedures.

(6) Maintain all DD Form 577s for specific roles within DTS.

(7) Recruiting Live Fire (RLF) -submit / obtain transportation, funding, and blanket travel orders for RLF missions. Liaison between TRANSCOM and F.A.I.R. division for flight manifesting.

(8) Maintain budget tracker for RRC funded programs and communicate with G4/8 on budget issues.

b. **Citibank Agency Program Coordinator**.

(1) Manage the DoD RRC Government Travel Credit Card (GTCC) program.

(2) Primary liaison between card holders and Citibank.

(3) Maintain hierarchy structure.

(4) Activate / deactivate restricted accounts.

(5) Control mission critical and PCS status.

(6) Adjust credit / ATM limits necessary for mission travel.

(7) Process credit card applications.

(8) Run decline, activity / Non-travel activity, delinquency, account listing, and holiday/weekend reports.

(9) Reconcile monthly RLF Unit Travel Card purchases against the centrally billed account.

(10) Enforce mandatory split disbursement regulation.

(11) Report misuse to supervisors and take administrative actions to include verbal counseling/ warning, written warning, suspended or revoked credit card privileges, per GTCC regulations.

Appendix A
References

Section I
Required Publications

AR 5-52
The Army Force Modernization Proponent System (28 Oct 2015) AR 25-55

AR 25-1
Army Information Technology (dated 25 Jun 2013)

AR 25-400-2
The Army Records Information Management System (2 Oct 2007)

AR 350-10
Management of Army Individual Training Requirement and Resources (3 Sep 09)

AR 600-3
The Army Personnel Development System (26 Feb 2009)

AR 600-9
The Army Body Composition Program (28 Jun 2013)

AR 601-280
The Army Retention Program (1 Apr 2016)

AR 623-3
Evaluation Reporting System (4 Nov 2015)

DA Pam 611-21
Military Occupational Classification and Structure (22 Jan 2007)

Section II
Related Publications

AR 34-1
Multinational Force Interoperability (10 Jul 2015)

AR 600-8-19
Enlisted Promotions and Reductions (14 Sep 2016)

AR 614-30
Overseas Service (22 Dec 2016)

AR 614-200
Enlisted Assignment and Utilization Management (26 Feb 2009)

AR 635-200
Active Duty Enlisted Administrative Separations (19 Dec 2016)

WEBSITES
SPAN Site: Headquarters: RRC SOP—
https://span.usarec.army.mil/sites/rrs/Headquarters/RRC_SOP/Forms/AllItems.aspx
(For access to this site, contact RRC Information Management Office at email:
usarmy.know.usarec.list.rrc-imo@mail.mil)

Section III
Prescribed Forms

This section contains no entries.

Section IV
Referenced Forms

DA Form 260
Request for Publishing—DA Administrative Publications

DA Form 1059
Service School Academic Evaluation Report

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 4187
Personnel Action

Glossary

Section I
Abbreviations

ABIC
Army Basic Instructor Course

ACE
American Council on Education

ACES
Army Continuing Education System

ADDIE
Analyze, Design, Develop, Implementation, and Evaluate

ADTLP
Army-wide Doctrine and Training Literature Program

AEAS
Army Enterprise Accreditation Standards

AGR
Active Guard Reserve

AMO
Acquisition Management and Oversight

AOC
Area of Concentration

ACFT
Army Combat Fitness Test

ARC
Army Recruiter Course

ARIMS
Army Records Information Management System

ARISS
Army Recruiting Information Support System

ARNG
Army National Guard

ARPRINT
Army Program for Individual Training

ASI
Additional Skill Identifier

ATTRS
Army Training Requirement and Resource System

BAH
Basic Allowance for Housing

CADD
Combined Arms Doctrine Directorate

CCC
Career Counselor Course

CSDP
Command Supply Discipline Program

CPP
Cost and Performance Portal

CMF
Career Management Field

CMP
Course Management Plan

CONUS
Continental United States

CTSSB
Critical Task Site Selection Board

DASA
Deputy Assistant Secretary of the Army

DCP
Defense Comptrollership Program

DA
Department of the Army

DMPM
Director of Military Personnel Management

DOD
Department of Defense

DoT
Director of Training

DOTMLPF
Doctrine, Organization, Material, Leadership, Personnel, Facilities

EMILPO
Electronic Military Personnel Office

FAIR
Futures, Assessment, Integration & Research

FED
Final Edited Draft

FIFC
Foundation Instructor Facilitator Course

FLIPL
Financial Liability Investigations of Property Loss

FOS
Facility Operations Specialist

FTDC
Foundation Training Developer Course

GCOC
Guidance Counselor Operations Course

GS
Government Service

HQDA
Headquarters, Department of the Army

HRC
Human Resources Command

HCRC
Healthcare Recruiter Course

HCRC OIC
Healthcare Recruiter Course, Officer-in-Charge

HSS
Headquarters Support System

HT/WT
Height/Weight

IDP
Instructor Development Plan

IFSC
Intermediate Facilitator Skill Course

IMT
Individual Student Assessment Plan

IPERMS
Interactive Personnel Electronic Records Management System

ISAP
Individual Student Assessment Plan

IT
Information Technology

ITP
Individual Training Plan

JMD
Joint Military Doctrine

KM
Knowledge Management

LP
Lesson Plan

LUT
Local User Test

LLI
Lessons Learned Integration

MEDPROS
Medical Protection System

MEP
Master Evaluation Plan

MPD
Military Personnel Division

MOS
Military Occupational Specialty

MRT
Mobile Retention Team

MRTT
Mobile Retention Training Team

MTT
Mobile Training Team

MWR
Morale, Welfare, and Recreation

OCAR
Office, Chief of the Army Reserve

OCFS
Officer, Civilian Foundation Standard

OCP
Office of the Command Psychologist

PCC
Pre-Command Course

PD
Publication Description/Position Description

PDF
Portable Document Format

PIC
Post Instructional Conference

POI
Programs of Instruction

POM
Program Objective Memorandum

QA
Quality Assurance

RA
Regular Army

RC
Reserve Component

RCCFSC
Recruiting Company Commander and First Sergeant Course

RFI
Request for Information

RFO
Request for Orders

ROOC
Recruiting Officer Operations Course

RRC
Recruiting and Retention College

RSCC
Recruiting Station Commander Course

SAS

Student Administrative Services

SAT

Systems Approach to Training

SFLT

Staff and Faculty Local Training

SGM Sergeant Major

SME

Subject Matter Expert

SMDR

Structured Manning Decision Review

SPAN

Share Point Action Network

STP

Soldier Training Publication

TD

Training Development

TDA

Table of Distribution and Allowances Transition

TNCO

Training Noncommissioned Officer

TOE

Table of Organization and Equipment

TOMA

Training Operations Management Activity

TRADOC

Training and Doctrine Command

TRAP

Training Requirements Arbitration Panel

TRAS

Training Requirements Analysis System

TDC

Training Development Capability

USAR

US Army Reserve

Section II – Terms

Analysis, Design, Development, Implementation, and Evaluation (ADDIE). The process used for developing Army learning products.

Army Learning Management System (ALMS)

Is a web-based information system that delivers training to Soldiers, manages training information, provides training collaboration, scheduling, and career planning capabilities.

Army Training Requirements and Resources System (ATTRS)

A DA centralized management database that supports the HRC by providing accurate information for individual training and education conducted for Army personnel.

BlackBoard

Army web-based learning management system.

Program of Instruction (POI)

The proponent's internal living document that covers a course/phase. It provides a general description of the course content, the duration of instruction, the method of instruction, and the delivery technique.

Training Resource Arbitration Panel (TRAP)

One process the Army uses to adjust the execution and budget

Reclama

A request made to higher authority to reconsider its decision or action.

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