



Headquarters
United States Army Recruiting Command
Fort Knox, KY
28 September 2022

***USAREC
Regulation 10-1**

Organization and Functions

U.S. Army Recruiting Command

For the Commander:

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History. This publishes a revised USAREC Regulation 10-1, which is effective 28 September 2022. This replaces UR 10-1, dated 1 June 2015.

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

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

Proponent and exception authority. The proponent of this regulation is the Director, Commander's Initiatives Group (CIG). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority in writing to a division chief within the proponent agency in the grade of GS-13.

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

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*This regulation supersedes USAREC Regulation 10-1, dated 1 June 2015

Summary of Change

USAREC Regulation 10-1
U. S. Army Recruiting Command
Revision, dated – 28 September 2022

- o Aligns regulation with TRADOC 10-5.
- o Updates the USAREC organization’s mission statement.
- o Updates Command Group functions with current Terms of Reference.
- o Updates G2 Organization Structure.
- o Restructures the G-4 and G-8 directorates into the new G-4/8 directorate.
- o Update the Recruiting and Retention College Organization Chart.
- o Restructures G-3/5 directorate to G-3 and the CIG.
- o Aligns the FECC from G3 to G7
- o Aligns the Command Surgeon Office as Personal Staff with Office of the Clinical Psychologist.
- o Aligns the Public Affairs Office as Personal Staff, removes it from G-7/9; changes G7/9 to G7.
- o Restructure USAREC Brigade Organization and Functions (UR 10-1-1) to Chapter 4 vs. Appendix B
- o Restructure USAREC Battalion Organization and Functions (UR 10-1-2) to Chapter 5 vs. Appendix C
- o Restructure USAREC Mission Engagement Brigade Organization and Functions (UR 10-1-3) to Chapter 6 vs. Appendix D
- o Restructure USAREC Responsibilities and Functions of Direct Reporting Units to Chapter 7 vs. Appendix E

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Chapter 1

Introduction

1-1. Purpose

This regulation is the U.S. Army Recruiting Command (USAREC) capstone document that defines and delineates organizations, functions, and responsibilities for the command, including the headquarters (HQ) staff and USAREC subordinate organizations.

1-2. References, forms and Explanation of abbreviations and terms

See appendix A. The abbreviations used in this publication are listed in the abbreviations, brevity codes, and acronyms sections.

1-3. Associated publications. None

1-4. Responsibilities

- a. The CoS is responsible for approving changes to this regulation.
- b. The Director, Commander's Initiatives Group (CIG):
 - (1) Will maintain this regulation for the command.
 - (2) Will review and coordinate proposed changes and forward recommendations for approval to the DCG/CoS.
 - (3) Will coordinate the review of this regulation and supporting regulations.
- c. The Deputy Director, Commander's Initiatives Group (CIG) will:
 - (1) Advise and assist organizations on organizational and functional alignment.
 - (2) Review proposed changes for organizations, standardization, format, and adequacy of statement of responsibilities and functions, and effect on resources.
- d. Headquarters staff elements will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur every other year. Updates will occur as needed to maintain relevancy and ensure USAREC remains an agile, adaptive, and innovative organization.

1-5. Scope

- a. This regulation focuses on the organizational structure, core functions, and major responsibilities at the highest levels of USAREC to include Brigades and Battalions, and subordinate organizations. It describes the supporting and supported operating relationships that create conditions necessary to accomplish assigned USAREC missions.
- b. This capstone regulation describes how USAREC supports the functions assigned to the Department of the Army (DA) in Title 10, United States Code (USC); Department of Defense (DOD) Directive 5100.1; and executes missions directly assigned to USAREC in TRADOC and Army policy and regulations. Primary Army regulations used in formulating this document are located in Appendix A.

1-6. Policy

- a. This regulation describes the functions and responsibilities of the command group, coordinating staff, special staff and personal staff (collectively referred to as staff elements).
- b. Each staff element is organized to provide efficient and effective support and services to enable mission accomplishment. The commanding general (CG) must approve all changes to the organizational structure of special staff functions. The chief of staff (CoS) must approve all changes to the organizational structure or functions of the coordinating staff prior to implementation.
- c. Coordinating staff elements support the CG by providing staff management and oversight, planning, and coordination capabilities. Special staff and personal staff elements provide professional and technical

services and advice to the CG.

d. Staff procedures must be designed to facilitate efficient action officer operations and interaction. Coordinating staff must provide planners to the CIG, G-3 or G7, to support any deliberate or contingency planning measures.

**Chapter 2
Mission and Organization of United States Army Recruiting Command**

2-1. Mission of United States Army Recruiting Command.

Recruit America’s best and brightest volunteers that are able to deploy, fight, and win.

2-2. Organization of USAREC.

USAREC consists of a headquarters element, the Recruiting and Retention College, 7 recruiting brigades, 45 recruiting battalions, 3 detachments and 1 district geographically dispersed throughout the United States and OCONUS. While USAREC is assigned to Training and Doctrine Command (TRADOC), the Army G-1 is responsible for planning, preparation and execution of the Army's accession missions and the integration of recruiting across all components and acquisition types (officer, warrant officer, enlisted, in-service, special missions, and civilian).

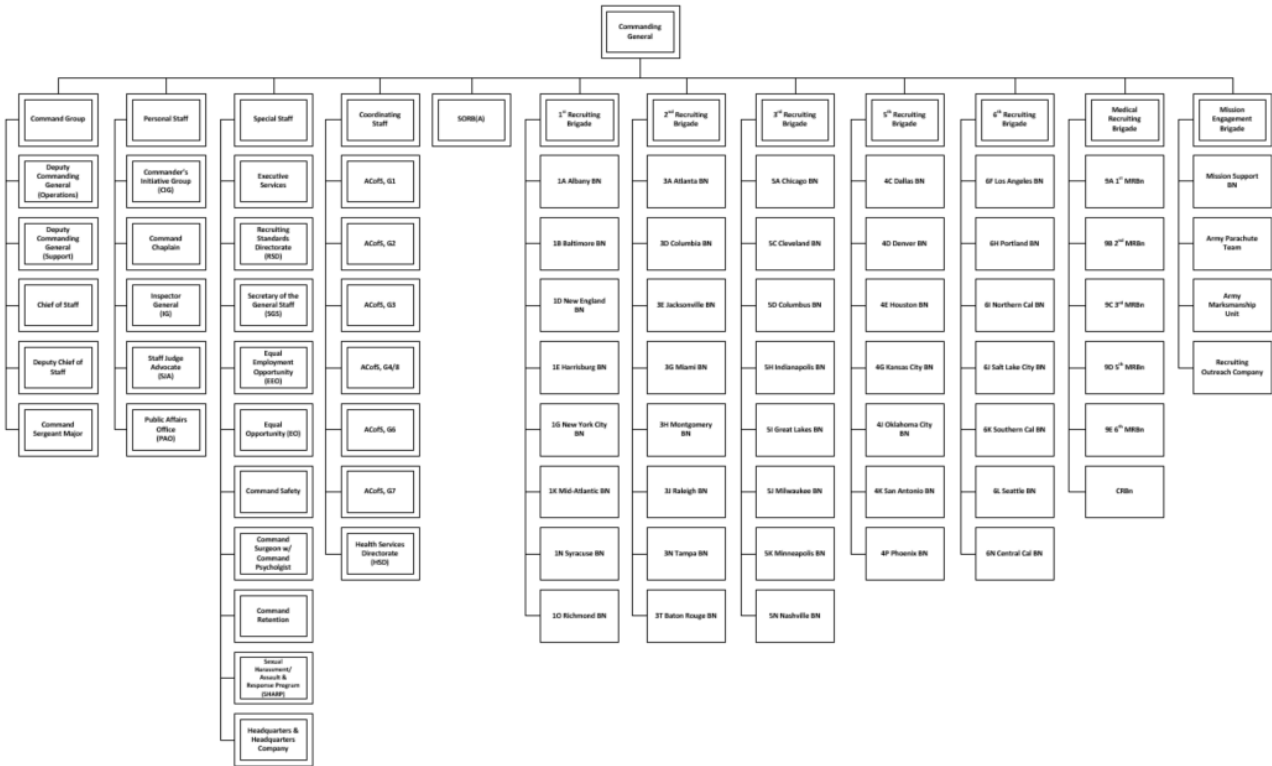


Figure 2-1. USAREC Organization Chart

Chapter 3

3-1. Command Group

- a. Commanding General.
- b. Deputy Commanding General (Operations).
- c. Deputy to the CG (Support).
- d. Chief of Staff.
- e. Deputy Chief of Staff.
- f. Command Sergeant Major.

3-2. Personal Staff

- a. Commander's Initiatives Group
- b. Command Chaplain.
- c. Inspector General.
- d. Staff Judge Advocate.
- e. Public Affairs Office.

3-3. Coordinating Staff

- a. ACoS, G-1 (Personnel).
- b. ACoS, G-2 (Intelligence).
- c. ACoS, G-3 (Operations, Plans, and Training).
- d. ACoS, G-4/8 (Procurement and Logistics, Budget, Managerial Accounting).
- e. ACoS, G-6 (Information Management).
- f. ACoS, G-7 (Advertising and Education).
- g. Health Services Directorate.

3-4. Special Staff

- a. Executive Services.
- b. Recruiting Standards.
- c. Secretary of the General Staff.
- d. Equal Employment Opportunity.
- e. Military Equal Opportunity.
- f. Command Safety.
- g. Command Surgeon w/ Command Psychologist.
- h. Command Retention.
- i. Headquarters Company.
- j. Sexual Harassment/Assault Response & Prevention (SHARP)

**Section II:
Command Group Responsibilities and Functions.**

3-5. Commanding General

a. The CG is responsible for the Army and Army Reserve recruiting missions assigned by the Department of the Army Assistant Chief of Staff – G-1 (DA G-1). The CG serves as the training and leader development proponent for CMF-79 and serves as the personnel development proponent for MOS 79R.

b. Functions.

- (1) Execute recruiting missions as assigned by DA-G-1.
- (2) Training and leader development proponent for CMF 79 and DOTMLPF-P proponent for MOS 79R.
- (3) Represent CG, TRADOC in matters relating to the Army's recruiting process.

3-6. Deputy Commanding General (Operations)

a. The primary role of the DCG (Operations) is to assist the CG in the execution of duties and is a principle advisor to the CG in all command matters. The DCG (Operations) is authorized to give orders, direction, and guidance that have the same force, effect, and authority as those given by the CG. The DCG (Operations) has full authority to execute policies across the command. The DCG (Operations) has oversight of decisive and shaping recruiting operations.

b. DCG-O Authority and Responsibility. The DCG-O is designated as the rating officer for all the Brigade Commanders, the Recruiting Standards Directorate Director, the Special Operations Recruiting Battalion Commander, and the Recruiting and Retention College Commandant. The DCG-O proposes policy, provides emphasis, and advises the CG in the functional areas as shown below:

(1) Intelligence: Approval of high pay-off target lists, in conjunction with the Fusion Targeting Board, and approval of PAE actions through the Force Structure Board.

(2) Operations: Provides recommendation on all AMEDD waivers for CG USAREC approval; provides recommendation on all AMEDD waivers for ASA M&RA approval; provides recommendation for all AMEDD/Chaplain actions for CG, DA G1, and ASA Approval; Officer Accession Review, quarterly meeting with DMPM; Quarterly Operations Updates; provides oversight of Virtual Recruiting; provides oversight of USAREC's Inspector General Division.

(3) Planning: approval of battalion mission allocations and deviations when required.

(4) Leader Development: Chairs the Battalion Commander Training and Certification.

(5) Marketing/Advertising: Provides oversight of marketing programs and supporting VAMP funding and the synchronization of local plans to the national marketing strategy; provides oversight of outreach, education outreach and COI programs; approval of external research proposals.

(6) Recruiting Standards Functions: Review cases where RSD non-concurs with Brigade Commander's adjudication.

3-7. Deputy Commanding General (Support)

a. The primary role of the DCG (Support) is to assist the CG in the execution of duties and is a principle advisor to the CG in all command matters. The DCG (Support) is authorized to give orders, direction, and guidance that have the same force, effect, and authority as those given by the CG. The DCG (Support) has full authority to execute policies across the command. The DCG (Support) has oversight of sustaining recruiting operations.

b. DCG-S Authority and Responsibility. The DCG-S is designated as the intermediate rating officer for all Brigade Commanders and the Recruiting and Retention College Commandant. The DCG-S proposes policy, provides emphasis, and advises the CG in the functional areas as shown below:

(1) Administrative: Sign operational deletion/deferment requests; Administrative Contract Review Board member; USR: approval and monthly brief; approval of allocation plans for language coded recruiter positions; approval of allocation of 79R positions; approval of battalion recruiter allocations when required;

recommend approval to annual EEO Commission Management Directive 715 Annual Report Part G.

(2) Logistics: Approval for all Service Acquisition Management Oversight (AMO) packages greater than or equal to \$100K and less than \$10M; conference packet concurrence; member of the Administrative Contract Review Board (ACRB); oversee facilities related topics/discussions with OSD; provide facilities funding priority requirements; i.e. Life/Health/Safety, Special Initiatives; approval for annual GOV replacement plan during the replacement cycle; briefer for Senior Requirements Review Board (SRRB) brief to TRADOC G8 during Senior Leader Review Board; signature authority for ratification requests for unauthorized commitments less than \$10K; chairman for the Quarterly Contract Review Board; approval for FLIPLs less than \$100K or non-controlled items.

(3) Resource Management: Inter-Service Physician Assistant Program; approval of annual distribution of funds to BDEs/HQ Directors; oversee monthly budget execution in monthly Command and Staff and Quarterly PBACs; review of year-end spending priorities; senior command representative to brief HQDA on future year budget requirements in POM; approval of manpower authorization allocations; approval of submission to DA on future year command manpower requirements (TAA); signs memos to DA on Inspection Programs, Stationing Plans, Concept Plans; Annual Strong Bonds request.

(4) Recruiting Operations Sustainment: Advises the commander on Reserve Recruiting Partnership Council execution & return on investment.

(5) Serves as the senior Army Reserve representative within the USAREC headquarters. Advises the commander on USAR policies and programs affecting USAREC Soldiers and Families. Update the Chief, Army Reserve (CAR) on Army Reserve Recruiting production rates and initiatives. Inform the CAR of any issues impacting the Army Reserve recruiting mission and/or opportunities to leverage both USAREC and USARC assets to ensure desired outcomes.

(6) Co-Chair battalion commander training.

(7) Civilian Workforce: Provides oversight of Civilian Personnel Management and Leadership development and approves changes to the civilian structure through the Force Structure Board.

3-8. Chief of Staff

a. The CoS is responsible for efficient and effective staff operations in support of the commander and subordinate elements. The CoS directs, synchronizes and focuses the daily operations of the HQs staff and advises the CG in all functional areas.

(1) The CoS receives decisions from the CG and ensures subordinate commanders are alerted to actions required. The CoS ensures orders and instructions are executed. The CoS obtains information and instructions received from or given to higher or subordinate commanders.

(2) The CoS directs, supervises, integrates, and coordinates the work of the USAREC Primary and Special Staff. The CoS supervises staff interactions and ensures the staff priority of work is aligned with my intent, command priorities, and the recruiting operations plan.

(3) The CoS provides daily oversight over these functions:

(a) Supervises, synchronizes, and directs HQs staff elements.

(b) Coordinates activities with lateral commands and higher HQs.

(c) Maintains effective internal control of allocated resources and manpower authorizations within the HQs through the Force Structure Board.

(d) Ensures proper and efficient use of recruiting assets throughout the HQs, regarding appropriated funds, authorizations, and manpower. Approval of non-competitive Civilian appointments, approve personnel Memorandums of Agreement, and approval of manpower studies.

3-9. Deputy Chief of Staff

The DCoS assists the CoS in the execution of duties and assumes CoS responsibilities in the CoS absence. The DCoS serves as the senior USAREC liaison to Fort Knox Army Garrison. The DCoS directly supervises Secretary of General Staff (SGS) and Headquarters and Headquarters Company (HHC).

3-10. Command Sergeant Major

a. The USAREC CSM is the senior enlisted advisor and supports the CG in the execution of all duties. The CSM is the CG's principal advisor for all matters related to enlisted personnel and is responsible to enforce the standards of conduct for all enlisted personnel within USAREC.

b. Functions.

(1) The CSM coordinates with the subordinate staff to provide personnel to USAREC, to include Recruiting NCOs and HQs NCO staffing decisions.

(2) The CSM coordinates with the subordinate staff to ensure that all noncommissioned officers are properly managed and enlisted personnel assignments promote professional development and progression.

(3) The CSM provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development.

(4) The CSM provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other enlisted Soldier concerns.

(5) The CSM mentors brigade command sergeants major and maintains informal liaison with sergeants major of recruiting battalions.

(6) The CSM interacts with other Army Command Sergeants Major to educate the Army on recruiting matters and garner support for the recruiting effort.

(7) The CSM advises the CG on all matters pertaining to reenlistment issues.

Section III:

Personal Staff Responsibilities and Functions.

3-11. Commander's Initiatives Group (CIG)

a. The USAREC Commander's Initiatives Group (CIG) operationalizes the Commander's vision by developing a comprehensive strategy synchronizing organizational planning and resource allocation, doctrine development and integration, knowledge management, process improvement, innovation and transformational initiatives and strategic assessments in support of Army recruiting operations. The CIG accepts broadly defined missions and guidance and delivers holistic solutions to support Army recruiting capabilities. It is divided into six divisions: Strategic Plans, Strategic Assessments, Initiatives, Manpower and Force Analysis, Knowledge Management, and Congressional Affairs. The CIG maintains effective communication with internal (USAREC) and external (TRADOC and DA Staff) agencies focused on strategic level recruiting issues.

b. The CIG conducts critical thinking, innovation management, long-range planning and executive communications in support of the CG, DCG-O, DCG-S, and the COS. The CIG is responsible to assist the CG and DCG(s) with understanding, visualizing, and describing unfamiliar problems and developing approaches to solve them.

c. The CIG is responsible to strategically position the recruiting force for perpetual success and aligning DOTMLPF-P requirements with Army resourcing processes and systems through the Force Structure process that aligns all structural changes.

d. The CIG coordinates externally on command level special initiatives and plans with DA staff, TRADOC staff and subordinate elements, international armies, civilian industries, and research agencies.

e. The CIG assists the CoS to integrate staff efforts across functional domains. The CIG facilitates well-conceived and deliberate interaction to leverage the analytical capability of the entire staff and mission partners to support decision requirements. The CIG uses cross-functional staff integration coupled with solid Knowledge Management (KM) processes to make staff coordination more routine. The CIG facilitates monitoring, assessment and planning and enhances management of activities through process improvement efforts.

f. The CIG coordinates with G-3 for complex operational problems, develops strategic and long-range plans, and transitions responsibility to the G-3 upon approval of the operational concept.

g. The CIG implements rapid revisions to systems or processes in response to critical requirements.

h. The CIG coordinates USAREC messaging with the public affairs office, strategic initiatives and innovations with G-2, G-3, G-6, G-7 and G-4/8, and research, studies, and analysis with the G-2 and G-3.

i. The CIG coordinates integration of recruiting operations and training developments with doctrine development at the RRC and resourcing requirements across the staff directorates.

j. The CIG coordinates command group communications for Congress, higher headquarters, key leaders, and special visitors with all USAREC staff elements.

k. Strategic Plans Division.

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

(2) Assists the CoS to integrate staff efforts across functional domains. Supports external coordination on command level initiatives and plans with DA staff, TRADOC staff and subordinate elements, international armies, civilian industries, and research agencies. Also coordinates with the staff for complex or unfamiliar problems, develops strategic plans, and transitions responsibility to the G-3 upon approval of the operational concept.

(3) Publishes the USAREC Strategic plan and manages command progress.

(4) Assists the Strategic Assessments Division (SAD) in measuring the effectiveness of the USAREC Strategic Plan and developing assessment plans for strategic initiatives.

(5) In conjunction with SAD, conducts strategic and organizational assessments to obtain systematic information about the performance of the organization and the factors that affect performance in order to diagnose areas of possible investments and/or to demonstrate competence.

(6) Supports the strategic and operational planning process through the emphasis of integrated assessment planning. Uses assessment considerations to help guide operational design because these considerations can affect the sequence and type of actions along lines of operations/lines of effort (JP - 5.0).

(7) Conducts mission analysis, course of action development, and decision briefings for assigned actions, projects, and programs.

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

(9) Provide special topic research, analysis and writing for the command group.

(10) Coordinate strategic level external events hosted by the CG.

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

l. Strategic Assessments Division.

(1) The SAD is responsible for measuring the effectiveness of the USAREC Strategic Plan and assisting in developing Assessment Plans for strategic initiatives.

(2) Conduct strategic and organizational assessments which is the process for obtaining systematic information about the performance of the organization and the factors that affect performance in order to diagnose areas of possible investments and/or to demonstrate competence.

(3) Manage the strategic assessment portfolio of metrics which is the index of metrics that when considered together define the progress toward, or achievement of, a strategic goal or objective.

(4) Support the strategic and operational planning process through the emphasis of integrated assessment planning by using assessment considerations to help guide operational design because these considerations can affect the sequence and type of actions along lines of operations/lines of effort (JP - 5.0).

(5) The complexity of C2 processes and systems, analysis in this area requires the ability to understand how Dimensional Parameters (DP), Measures of Performance (MoP), Measures of C2 Effectiveness

(MoCE), Measures of Force Effectiveness (MoFE), and Measures of Policy Effectiveness (MoPE) are linked and impact on one another.

m. Initiatives Division.

(1) Utilizes DOTMLPF framework to action internally or externally sourced initiatives and pilots.

(2) Responsible for assisting the command in understanding, visualizing, and describing unfamiliar problems and developing approaches to solve them.

(3) Accepts broadly defined missions and guidance from the CG and delivers holistic solutions to support Army recruiting capabilities.

(4) Assists the CoS to integrate staff efforts across functional domains and coordinates externally on command level special initiatives and plans with DA staff, TRADOC staff and subordinate elements, international armies, civilian industries, and research agencies.

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

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

(7) Leads USAREC Process Improvement implementation while providing oversight and training opportunities to stakeholders on the use of the different tools and methodology.

(8) Leads USAREC for Lean Six Sigma (LSS) implementation while providing oversight to LSS practitioners in the use of LSS tools and methodology.

n. Manpower and Force Analysis Division.

(1) Responsible for the functional utilization of all manpower (Military (Officer/Enlisted); Civilian; Contractor and Directed Military Over-strength (DMO)).

(2) Maintains all manpower / structure documentation in appropriate databases.

(3) Responsible for the management of USAREC Unit Identification Codes (UIC's / DUIC's).

(4) Develops Concept Plans (CP's); Command Implementation Plans (CIP's); Stationing Plans; Manpower / Functional studies and "Position Management" as required.

(5) Responsible for the management of "Standard" HQs Organizations (Brigades, Battalions, and Companies).

(6) Responsible for the management of "Non-Standard" HQs Organizations

(7) Responsible for the documentation of the Required Recruiting Force as executed in concert w/ the USAREC PAE process as coordinated thru the USAREC G2.

(8) Identifies additional manpower authorizations and submits actions in the annual Total Army Analysis (TAA) process.

(9) Documents changes in recruiter placement and organization adjustments annually in the force structure, address, and ZIP code realignment (FAZR) system and incorporates those changes into The Army Authorization Documentation System (TAADS) updates to TRADOC and DA G-3/5/7.

(10) Responsible for conducting the USAREC Force Structure Board.

o. Knowledge Management (KM) Division.

(1) The KM division leverages KM principles to improve decision cycle effectiveness for targeting and positioning, command initiatives, force analysis, continuous process improvement, strategic planning, and organizational performance management.

(2) Supports Brigade Commanders and USAREC Staff with successful implementation of KM initiatives within their respective brigades and directorates.

(3) The Chief Knowledge Officer (CKO) is responsible for achieving the USAREC KM strategic goals of the USAREC Commanding General and represents USAREC for the integration of USAREC KM within Department of Defense (DOD), Joint, Army, and TRADOC level KM initiatives.

(4) The KM serves as an advisor to the USAREC staff in developing, implementing, and executing KM responsibilities and tasks.

(5) The KM division is responsible for establishing the KM Knowledge Network Team that consists of a staff of KM subject matter experts (SME) who provide assistance to headquarters directorates, special staffs, and subordinate organizations with implementation of KM programs and initiatives. Specific areas of assistance include but are not limited to:

(a) Developing local policies that facilitate KM initiatives and assistance with KM initiatives at Brigade level.

(b) Conducting KM assessments and training, and leading the effort to fuse people, processes, and tools to develop the common operating picture (COP), the organizational battle rhythm, and shared understanding.

(c) Serving as members of the KM working group and meeting as needed for purposes of operational planning, KM strategy development, and project team requirements, including process mapping, process improvement, and defining information flows and knowledge gaps.

p. Congressional Affairs Division.

(1) Maintains understanding and awareness of Congressional environmental/social metrics in order to strategically integrate relevancy to Recruiting Command's current/future planning efforts.

(2) Monitors and advises on congressional matters of interest to USAREC and the personnel acquisition, accession, and training communities and on internal defense community (DOD, DA, TRADOC, and USAREC) communications objectives and strategies.

(3) Commanding General's (CG) Congressional Liaison with the Office Chief Legislative Liaison, and TRADOC/DSCPER CACO on significant congressional activities within the Recruiting Command and the Army to facilitate leaders being able to tell the US Army Recruiting story.

(4) Develops Command strategy for integrating the significant and noteworthy congressional activities of the Army recruiting programs.

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

(6) Prepares executive level briefings to Congress, the SA, and below.

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

(8) Prepares the Command for Congressional testimony and hearings.

(9) Arranges for and conducts briefings and mock hearings for the CG prior to testimony.

(10) Drafts the Commander's testimony and oral statement.

(11) Coordinates all congressional staff responses for insert into public record.

(12) Prepares a variety of correspondence for Command Group's use in staying abreast of congressional activities and actions.

(13) Synchronizes and develops key messages for use in talking points; questions and answers; and scripts for events, occurrences, and projects for ASL/Congressional audiences to include:

(a) Issue Papers

(b) Briefing Slides, Stand-Alone presentations

(c) Handouts, trifold, prospectus

(d) Conducts analysis, forecasting, and research based on unique knowledge of the national economic, educational, social and recruiting environments to collaboratively build a strategic recruiting estimate/plan and develop the Commanding General's strategic vision for the organization.

(14) Coordinates with appropriate offices within USAREC, DOD/DA levels, TRADOC and the Congress to obtain, verify, validate, and ensure the compatibility of data used both for presentation purposes and in the course of strategic planning functions.

(15) Develops a comprehensive executive communications strategy to achieve USAREC's communications objectives concerning other government agencies and DOD organizations to include Congress, OSD, DA and TRADOC through research, analysis and forecasting of the recruiting environment and market for strategic planning purposes in support of the recruiting mission.

(16) Develops a comprehensive internal communications strategy to provide familiarity and education on USAREC strategic plans, business processes, and recruiting improvement strategies.

(17) Assists the command in identifying opportunities for internal communications improvement, changing the culture, enhancing key business and management processes, and prioritizing processes to be reinvented.

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

(19) Develops strategic and campaign plans in support of the CG's vision and priorities.



Figure 3-1. Commander's Initiatives Group Organizational Chart

3-12. Command Chaplain

a. The chaplain is responsible to provide direct and area religious support for all USAREC personnel. The chaplain provides guidance on matters regarding the moral and ethical nature of command policies, programs, and actions, and how they affect Soldiers and their Families.

b. Functions.

(1) Ensure the free exercise of religion for Soldiers and their Families.

(2) Perform religious support, nurturing the living, caring for the wounded, and honoring the fallen.

(3) Assess religious support throughout the command in support of the Army's Ready and Resilient Campaign (R2C).

(4) Integrate the Chief of Chaplains strategic plan with USAREC's religious support plan.

(5) Supervise, coach, mentor, and train subordinate UMT's to ensure religious support is comprehensive, coordinated and properly resourced throughout the command's area of operations.

(6) Interact and collaborate with the Office of the Chief of Chaplains, TRADOC Chaplains, USAR Chaplains, ARNG Chaplains, Religious Services Organizations (RSO), and subordinate UMT's.

(7) Coordinate with civilian clergy, hospital personnel, and directors of funeral homes.

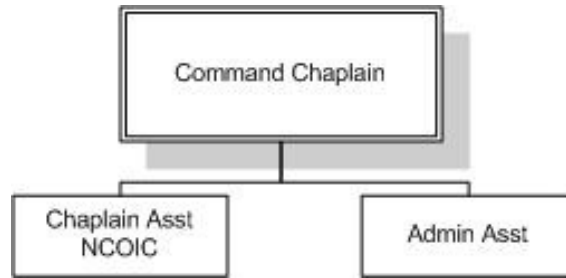


Figure 3-2. Command Chaplain Organization Chart

3-13. Inspector General

a. The Command IG is responsible for communicating the CG's vision, intent, philosophy, and guidance to the other members of the IG staff section, who in turn executes the four IG functions within the command based upon this guidance. The Office of the IG executes IG operations in accordance with Army Regulation 20-1, IG Activities and Procedures, for the specific purpose of enhancing the command's morale, readiness and overall capability.

b. The IG coordinates with the G-3 in the planning and execution of the Organizational Inspection Program and other Staff directorates in support of the Assistance and Investigations mission.

c. Functions.

(1) Represent the interests of the organization and the welfare and morale of all.

(2) Inquire into and reports on matters affecting the mission, economy, efficiency, discipline, and esprit de corps.

(3) Monitor the recruiting process to ensure quality control through an annual compliance inspection program.

(4) Teach and train.

(5) Provide assistance.

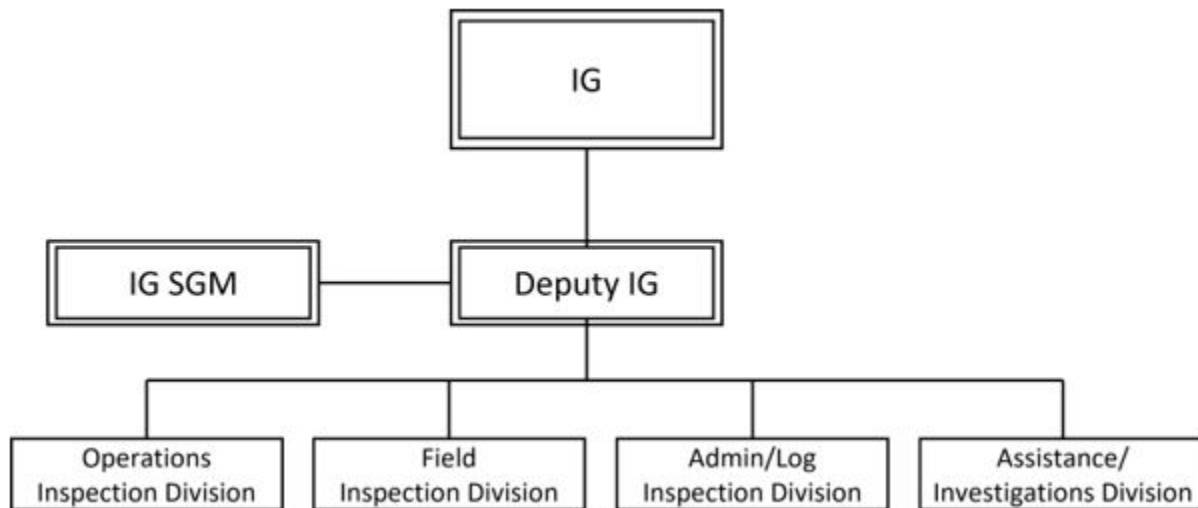


Figure 3-3. Inspector General Organization Chart

3-14. Staff Judge Advocate

a. The SJA is responsible to provide commanders and their staffs with proactive and responsive legal advice on the full range of legal issues affecting the recruiting mission.

b. Functions.

(1) Provide military justice advice to commanders and law enforcement and perform military justice duties prescribed in the Uniform Code of Military Justice and Manual for Courts Martial.

(2) Provide administrative and civil law support to HQ, USAREC command and staff to include: Recruiting operations; command investigations; military personnel law (includes officer show cause and enlisted involuntary separation boards, removals from positions of significant trust and authority); Article 138 Complaints; policies, plans, and directives review; Line of Duty Investigations.

(3) Provide contract ethics and fiscal law support to USAREC command and staff.

(4) Provide labor law advice and assistance to the command in the following areas: Union negotiations, civilian personnel actions, and other labor related subjects as required.

(5) Provide technical supervision and training of legal personnel in the command and its subordinate units to include Brigade Judge Advocates.

(6) Review proposed legislation, regulations and policies. Interact with the Office of the Judge Advocate General, the TRADOC Staff Judge Advocate, and Office of General Counsel.

(7) Provide Legal Assistance services in the following areas: notarization, resolution of installation conflicts, and other legal assistance related subjects as required, subject to the availability of staff resources.

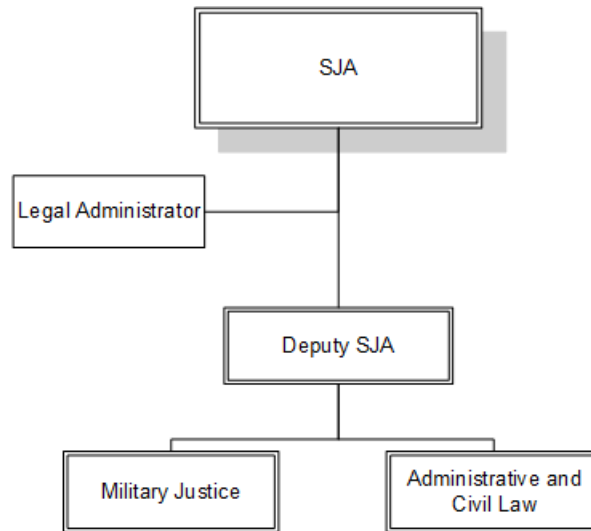


Figure 3-4. The Staff Judge Advocate Organization Chart.

3-15. Public Affairs

a. The USAREC Public Affairs mission is to establish and sustain a command-wide synchronized communication program that enables the command's mission and the commanding general's priorities, while informing internal and external publics, and fulfilling the Army's obligation to keep the American people and the Army informed as established in Title 10, USC. Provides management and oversight for the public-facing communications tools, to include the command website and social media pages.

b. Functions.

(1) Advisor to the commander and staff. Principal staff assistant and advisor to the CG, USAREC in execution of public affairs responsibilities, while assisting the commander in understanding the information needs and expectations of Soldiers, family members, and all other affected publics. Provide advice and counsel to commanders and appropriate staffs regarding the use and employment of the Command and Control System process; plan, develop, and implement all communication strategies for their commander and command.

(2) Public information. Develops and sustains positive relations with traditional, nontraditional and social media outlets; facilitates HQ USAREC engagements.

(3) Command information. Synchronizes internal news and information to promote awareness and understanding of command-wide missions, initiatives, and successes to help members of the command understand organizational goals, operations and significant developments.

(4) Community engagement. Develops and sustains positive relations with the community to enhance the understanding and support for the Army, Soldiers, operations and activities. Orchestrates an effective command-wide community relations program to support the commander's communication objectives. Assists in identifying potential community partners and recommending opportunities for military engagement.

(5) Public affairs planning. Generates and implements strategic, operational, and tactical public affairs plans. Synchronizes an externally-focused command-wide communication program in support of USAREC plans and orders.

(6) Public affairs administration. Serves as the functional public affairs chain of command between subordinate units, HQ USAREC, TRADOC, the U.S. Army Office of the Chief of Public Affairs and Office of the Assistant Secretary of Defense for Public Affairs.

(7) Public affairs assessment. Assesses the information environment with primary emphasis placed on identifying, measuring and evaluating the implications of the external information environment that Public Affairs does not control, but can inform through a coherent, comprehensive Public Affairs strategy and its early integration into the commander's planning and decision-making process.

(8) Public Affairs training. Oversees Public Affairs officer training programs of instruction at all subordinate brigades and battalions.

(9) Communications synchronization. USAREC office of primary responsibility for developing and enabling a consistent goal-based communication strategy across the command. This is the process for coordinating and synchronizing themes, messages, images, operations, and actions to support U.S. Government strategic communication-related objectives and ensure the integrity and consistency of themes and messages to the lowest tactical level. This is done through the integration and synchronization of all relevant communication activities and analyzing and assessing communication effects and their progress toward mission accomplishment.

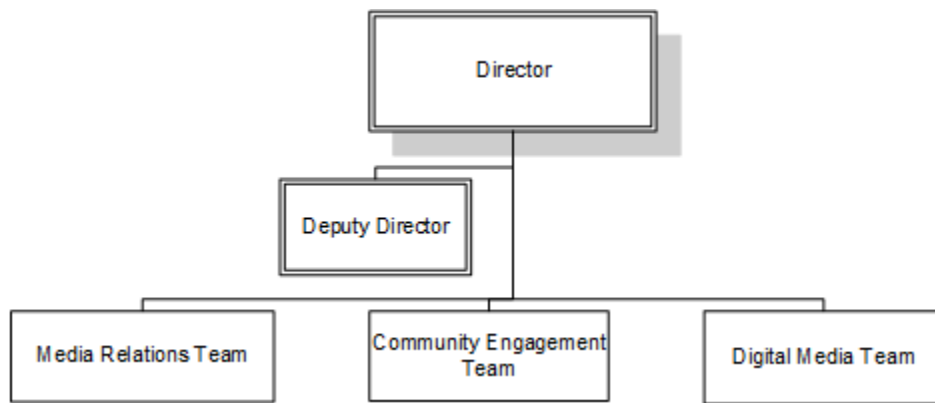


Figure 3-5. Office of Public Affairs

Section IV: Coordinating Staff Responsibilities and Functions.

Coordinating staff officers are the CG's principal assistants who advise, plan, and coordinate actions within their area of expertise.

3-16. ACoS, G-1

a. The ACoS, G-1 is the principle staff officer responsible for the development and implementation of command policy and procedures for the effective management of the military and civilian workforce. The G-1 directs the implementation of established DA policies concerning military personnel systems and wellness programs; directs the assignment of personnel within the command to maintain readiness. Serves as the 79R Career Branch on HRC's behalf, which involves the management of all Soldiers holding the MOS of 79R. Implements a command wide civilian personnel management program; guarantees equality of opportunity at all levels of the command within the framework of Office of Personnel Management (OPM), DOD, Army, and TRADOC regulations, policies, programs, and procedures.

b. Functions.

(1) Analyze personnel strength data to determine current capabilities, project future requirements, and assign Soldiers.

(2) Provide timely and accurate Essential Personnel Services (EPS) that affect Soldier status, readiness, and quality of life and allow USAREC leadership to effectively manage the force. EPS includes evaluation reports, promotions and reductions, and discharges, leaves and passes, line of duty investigations, Soldier actions/ applications, coordination of military pay and entitlements, etc.

(3) Manage and execute the Civilian Human Resource (HR) management program in support of the recruiting mission.

(4) Manage and execute Soldier and Family assistance programs.

(5) Manage and track all congressional inquiries and White House Liaison taskings or Special Actions after congressional inquiries.

(6) Manage and execute the command wide Family Advocacy Program.

(7) Manage and execute the Army Substance and Abuse Program.

(8) Manage and execute the Military Awards Program.

(9) Establish regulatory requirements and personnel management policies to attract, select, develop, and retain recruits.

(10) Manage and execute the Army Disaster Personnel Accountability and Assessment System (ADPAAS)

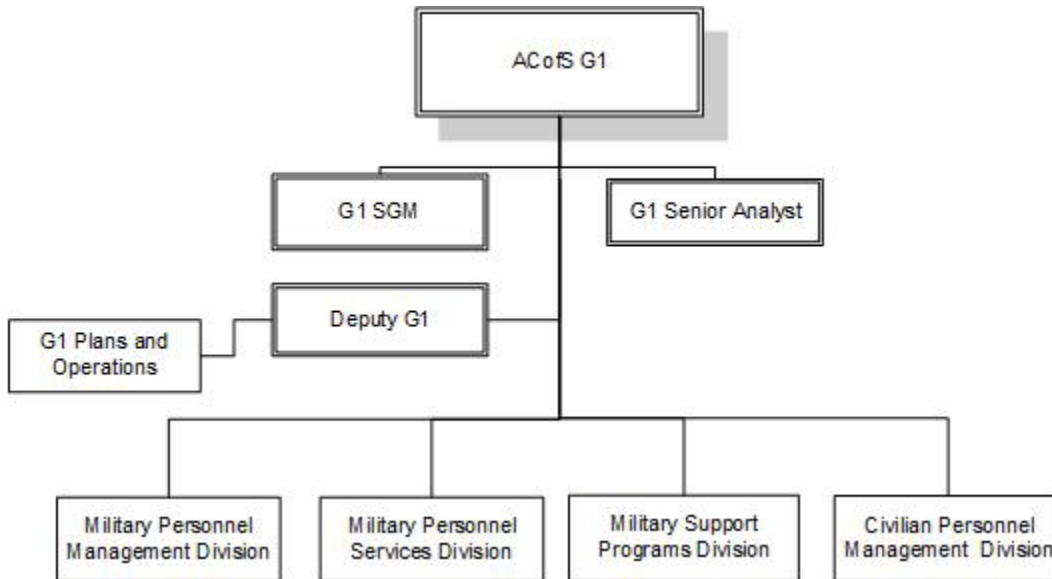


Figure 3-6. G-1 Organization Chart

3-17. ACoS, G-2

a. A principal staff officer, the G-2 provides recruiting intelligence and develops the recruiting missions for subordinate units. This is accomplished through analysis of population demographics, psychographic information, employment statistics, historical recruiting production and regional geographic attributes. Collaboration with DOD and external agencies is required. The analysis of market, mission, and programs that the G-2 provides to the commander supports coordination, integration, and supervision of recruiting operations, and focuses the commander on the optimal allocation of assets and resources required to achieve the mission. The G2 provides analysis to the CIG in support of strategic planning efforts. The G-2 prepares Annex B (Intelligence), Annex C (Operations), Appendix 1 (Recruiting Operations Plan), and assists the G-3 and G-7 in the preparation of Annex D (Market Targeting) of the USAREC Recruiting Operation Plan. Additionally, the G-2 plays a critical role in the Fusion Board and the FECC through the identification of high value/high payoff recruiting targets and markets.

b. The G2 works for the CoS.

c. Major Functions.

- (1) Provide national and regional market analysis to locate and understand the recruiting market.
- (2) Establish regional recruiting mission requirements.
- (3) Identify high-value and high pay-off recruiting markets (targets).
- (4) Establish the organizational boundaries for engaging the market and allocate the required recruiting force (RRF) to the structure to achieve the missions.
- (5) Design and develop the market analysis tools to support all USAREC echelons based on current doctrine.
- (6) Oversee the USAREC survey program; monitor, conduct, and analyze surveys to support recruiting operations.
- (7) Serve as the functional training proponent and trainer for brigade and battalion market and mission analysts through the conduct of annual workshops for updates on technology and doctrine.
- (8) Propose, coordinate, monitor and access relevant market research to internal and external research agencies that inform recruiting operations.
- (9) Manage CP36 and advise the G-1 on FA49 personnel assignments within USAREC; serve as training proponent for all operations research systems analysis (ORSA) functions.
- (10) Serve as the functional and technical proponent for authoritative market, mission, and position data and ensure that data is visible, accessible, understandable, linked, trustworthy, interoperable, and secure, in accordance with the DOD and Army Data Strategies.
- (11) Maintain USAREC Regulation 601-73 (Market Analysis to Support Recruiting Operations and USAREC Training Circular 5-02, Intelligence).
- (12) Lead the USAREC intelligence preparation of the battlefield (IPB) process.
- (13) Identify and prioritize study requirements. Coordinate and communicate with external agencies (e.g., TRADOC, JAMRS, RAND, ARI, etc.) to conduct the research and studies that focus on long-term recruiting factors.

3-18. G2 HQs Functions.

- a. Ensure analytic rigor in all products as the senior advisor for analysis and research within USAREC.
- b. Integrate analytic results for decision makers on issues affecting recruiting system efficacy. Offer best business practice alternatives to current and future processes.
- c. Advise the CG as the senior Operations Research and Systems Analyst within USAREC, on acquisition and assignment, training, education, and professional development of FA49 and CF1515 personnel.
- d. Oversee all operational analysis and advise on issues related to the command with specific focus on dedicated G-2 functions.
- e. Develop and maintain market analysis and mission development software in support of the market analysis and mission allocation process at all echelons.
- f. Facilitate market analysis and mission allocation training for G-2 personnel and the market and mission analysts (MMAs) at brigade and battalion level.
- g. Provide functional representation for market and mission analysis; work with brigade market and mission analysis sections to advance the use of analytics in recruiting.
- h. Maintain analytical tools and software for the application of operations research and systems analysis as relevant to market analysis and mission allocation.

3-19. Market Analysis Division.

- a. Develop situational awareness of the recruiting environment (i.e., social, political, economic factors) that forms a common operating picture of the recruiting market; advise USAREC leadership on the

environment.

b. Analyze demographics, lifestyles, and psychographic factors, and evaluate the market's potential to support the recruiting mission.

c. Provide proponent oversight for Position, Analysis, and Evaluations (PAEs) to systematically establish unit boundaries and determine recruiting station size, location, and strength. Provide guidance to subordinate units. Coordinate with other staff elements for the conduct of PAEs and other adjustments of the recruiting force.

d. Monitor and evaluate battalion PAEs and staff the PAE documentation.

e. Develop and maintain databases in support of the PAE process.

f. Develop and maintain market analysis tools, techniques, and software applications to support a common operating picture across the recruiting force (i.e., MID, GRUMP, etc.).

g. Provide market analysis data to brigades that facilitates informed decisions regarding battalion and station missions.

h. Collect, synthesize, disseminate, and monitor market and production data.

i. Conduct targeting. Analyze market and production trends to improve recruiter productivity, to target markets of opportunity, and to increase market penetration.

j. Develop and maintain the resource targeting model.

k. Interface with Defense Manpower Data Center (DMDC) to synthesize, refine, and distribute analysis of the other services' production data at the ZIP code, county, area of dominant influence (e.g., Management Unit Designator [MUD]), and all USAREC organization levels.

l. Coordinate operational level resourcing actions affecting RA recruiting organizations and reorganization down to recruiting station size and number of recruiters.

m. Serve as the command proponent for mapping (e.g., MapInfo) software. Develop and maintain Graphical Representation of USAREC Markets and Production (GRUMP) analysis tools. Maintain GRUMP data sources and interface to ensure a common operating picture.

n. Develop and maintain the language code allocation model and coordinate with CIG (FMD) and brigades for exact placement within the brigade.

o. Track and monitor the DOD recruiting production, evaluate the market share of the Army versus the other services, and provide reporting to all echelons on a national, regional, organizational boundary and zip code level.

3-20. Mission and Position Analysis Division.

a. Conduct mission analysis and develop operational missions to support the Army's accession mission requirements (RA and USAR enlisted, 18X, OCS, specialty MOSs).

b. Assist the Medical Recruiting Brigade and the Special Operations Recruiting Battalion in conducting their mission analysis for medical, chaplain, and in-service recruiting missions.

c. Develop and maintain models for: determining the size of the recruiting force to achieve the mission; allocating recruiter resources to the market; and allocating mission to the market.

d. Conduct strategic forecasting on the command's recruiting capabilities for assessment of resourcing requirements and running assessments of risk to mission.

e. Develop long-term mission analysis strategies and conduct "what-if" scenario analysis by incorporating the full breadth of population segments, advertising ROI, recruiter characteristics, and historical mission and production data.

f. Support the command's MMAs at echelon with analytical tools and datasets for the development of their subordinate mission assignments.

g. Provide functional oversight of the Mission, Production, and Awards (MPA) system to ensure that all

missions are properly loaded and accounted for within the systems.

3-21. Market Research Division

a. Collect, organize, maintain, analyze, and present market data for the purpose of maximizing the capabilities, technology, and competitive force of the marketplace to enable USAREC to properly place the mission and determine required resources. Develop an integrated market research master plan to inform recruiting operations.

b. Synthesize the results of external research, studies, and analysis to understand the wants and needs of the target population and future generations; distribute this information as appropriate. Maintain searchable files of accessions related surveys, studies, and reports for easy access.

c. Oversee the USAREC Surveys Program. Develop, coordinate, execute, and analyze surveys and survey data for the command and subordinate elements to support the recruiting missions. Review all requests for surveys from any USAREC organization. Coordinate as needed with the Internal Review Board for survey approval.

d. Coordinate and liaise with outside agencies including the AEMO Market Research team, Joint Advertising Marketing Research and Studies (JAMRS), and other service recruiting offices on the development and execution of research, surveys, New Recruit Survey, influencer polls, and youth polls.

e. Identify gaps in research, maintain USAREC's analytic agenda accordingly, and develop a plan to mitigate known knowledge gaps. Submit accessions related study requests through TRADOC and coordinate with research agencies (e.g., RAND, ARI, etc.) for research and studies that focus on long-range recruiting factors.

f. Research the Army component enlistment incentives across CONUS, with particular attention to disparities between the ARNG and USAR incentives.

3-22. Programs Analysis Division.

a. Assess the effectiveness of the command's recruiting and marketing programs through the integration of longitudinal internal and external data.

b. Conduct analysis of USAREC's national local marketing and advertising; gather all marketing data (leads, web visits, social media engagements, etc.) and synthesize into a single view of effectiveness to inform commander and staff decisions.

c. Maintain liaison with AEMO Data & Analytics team to ensure data consistency among the accessions enterprise partners. Maintain access to ad agency upper funnel marketing performance data.

d. Work closely with the USAREC G-7 to ensure synchronization of marketing goals and that the data collection plan will inform assessments.

e. Develop and maintain marketing analysis tools, techniques, and software applications to support a common view of marketing return on investment at all echelons.

f. Provide current/real-time marketing performance tracking and assessment of high-profile events and command-level named operations.

g. Support the command's FECC and subordinate fusion boards with models and analytical tools to estimate the potential benefits marketing programs may contribute to mission success.

h. Provide liaison support to the Marketing Engagement Brigade for maintaining the mobile asset transportation model to support the Army Accessions Resource Fusion Board.

i. Integrate market segmentation solutions for overall USAREC initiatives and provide synchronization between USAREC and AEMO on segmentation matters.

j. Serve as the primary point of contact for marketing data in support of the USAREC staff, outside agencies such as AEMO, and external research organizations such as RAND.

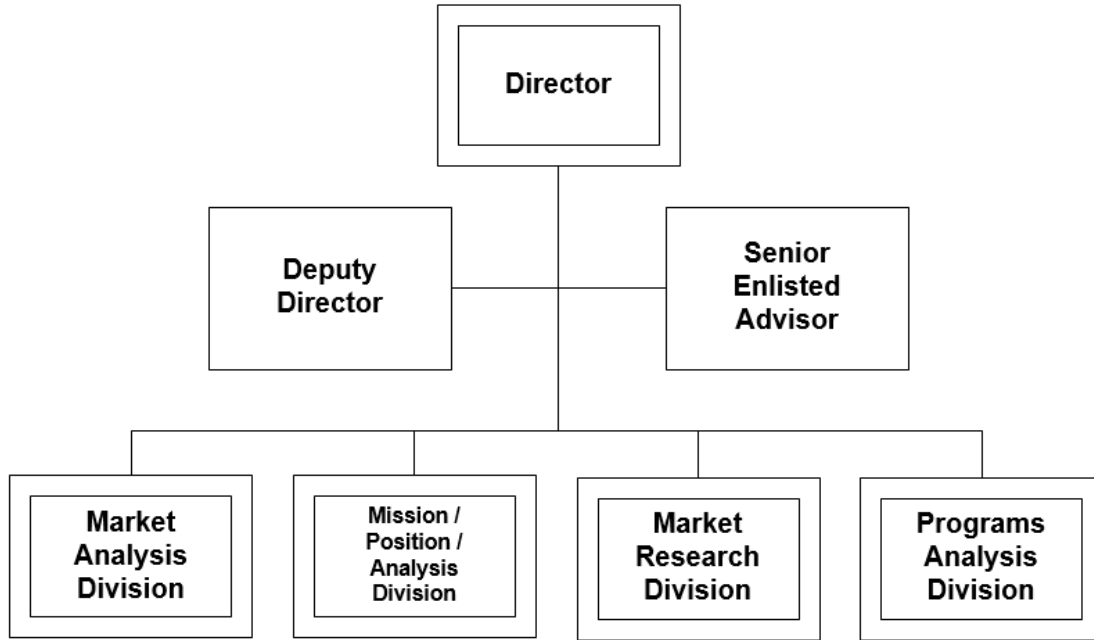


Figure 3-7. G-2 Organization Chart

3-23. ACoS, G-3

a. The ACoS, G-3 is the principle staff officer responsible for recruiting operations, plans and training. The G-3 is the command lead for five of the recruiting operations functions: prospecting, interviewing, processing, leading Future Soldiers, training and leader development. The G-3 serves as the command lead to coordinate recruiting operations and plans with external agencies including ASA-M&RA, HQDA, OCAR, TRADOC, HRC, and USMEPCOM. The G-3 coordinates with TRADOC G-3/5/7 for operations, plans and taskings. The G-3 is also responsible for processing waivers for exceptionally meritorious individuals and processing those disqualifications listed in AR 601-210, chapter 4, section I, which designates the Commanding General, USAREC, as the approval authority for suitability reviews, misconduct, major misconduct, medical and administrative (e.g., dependency, prior service, grade determination and re-enlistment code) waivers. Additionally, the G-3 provides organizational level and sustainment training support to the recruiting brigades and establishes standards and reporting procedures for recruiting operations. The G-3 consists of nine Divisions in support of recruiting operations and executing the following Core Functions.

b. Enlisted Eligibility Programs Division.

The Enlistment Eligibility Processing Division (EEPD) services all Recruiting NCO's, stations, companies, battalion, brigades, RECBNs, and MEPS with support for all applicants processing for the Regular Army or Army Reserve. EEPD is responsible to establish policy for enlistment in coordination with Army G1 and DOD guidelines. EEPD is also responsible for the policy, procedures and approval/disapproval for enlistment waivers for conduct and medical issues and also serves as the approval authority for prior service returning to the Army with coordination from HQDA and HRC. EEPD is additionally responsible for providing enlistment MOS support in order to fill each MOS to precision along with each Recruiting month to its HQDA established levels. EEPD is responsible for assisting with the retrieval of all required background screening checks and providing a pre-enlistment determination for applicants enlisting into an MOS requiring a Secret or higher level clearance.

(1) Manage Enlistment Tables for Regular Army and Army Reserve to fill each MOS and Month to precision

(2) Perform Customer Service support to Recruiting NCOs, BN's and MEPS for Enlistment Reservations

- (3) Provide Prior Service Document Support
- (4) Manage Recruiting Policy, Regulations and Enlistment Eligibility
- (5) Manage Prior Service Accessions
- (6) Manage Background Investigations
- (7) Manage Language Programs
- (8) Verify and Confirm Arrival of Soldiers Shipped to the Training Installation

c. Operations Division.

The central entry and exit point for receiving, distribution, and management of Department of the Army, TRADOC, and Fort Knox taskings. Maintains an operational planning team capability for USAREC's centralized prospecting and awareness operations. Manages the Master Event Calendar (MEC) for the command and consolidates Operational Update Assessment (OUA) slides for USAREC level briefings.

- (1) Manage Operation Order Production
- (2) Manage Taskings
- (3) Manage Master Event Calendar
- (4) Manage Conference Program
- (5) Manage Unit Status Report
- (6) Manage Catastrophic Event Reporting
- (7) Manage USAREC Messages
- (8) Manage Trip Book Production
- (9) Manage Continuity of Operations (COOP) Plan
- (10) Manage World Wide Individual Augmentee System (WIAS) Program
- (11) Manage Targeted Recruiting Event Execution
- (12) Manage Arming the Recruiter Program
- (13) Manage Enterprise Monitoring and Management of Accounts (EMMA) Authorizations
- (14) Manage Operation Updates and Assessments

d. Programs Division.

The Programs Division oversees the command's recruiting combat multipliers, division level competitive boards, and recruiting incentive awards. The Programs Division coordinates with DA G-1, TRADOC, HRC, USARC, OCAR and various external agencies. Key tasks are below:

- (1) Manage Recruiting Awards and Recruiting Incentives Programs
- (2) Serve as the G3 Information Technology liaison
- (3) Serve as G3 administrator and personnel management
- (4) Manage Future Soldier Programs and policies
- (5) Manage USAREC Sergeant Audie Murphy Board and Annual Award Boards
- (6) Manages HRAP and ADOS-RC Programs

e. Production and Analysis Division.

The Production and Analysis Division provides daily situational awareness to the USAREC leadership on the progress of mission achievement in terms of accession and contract performance for both RA and AR. Analyzes and evaluates the impact of policies, plans, and procedures on mission performance. Key tasks are below:

- (1) Interface with Department of the Army, HRC, USARC, and TRADOC for recruitment planning, program implementation, and recruiting performance.

(2) Provide analysis on contract production and accessions.

(3) Conduct analysis to inform and provide recommendations to the command on programs that affect recruiting operations - incentives; changes to policy directives, and regulations; and waivers.

(4) Provide mission visibility by developing analytical tools, reports, and briefings. (End of Month Production, Weekly Update brief, Training Seat Tracker, MOS performance, Waiver status)

(5) Analyze recruiting progress through trends, performance, and develop predictive analysis.

f. Virtual Recruiting Division.

The Virtual Recruiting Division oversees the operational use of social media and virtual efforts to find, develop, refine and engage leads in the digital space. The Virtual Recruiting Division provides guidance and counsel to the Commander on all aspects of Virtual Recruiting Operations. The Virtual Recruiting Division core tasks are listed below:

(1) Manage Virtual Recruiting Station (VRS)

(2) Manage Virtual Recruiting Center (VRC)

(3) Manage Social Media Operations/ Analysis

(4) Content strategy and Development

g. Command Operations Center (Security).

(1) The USAREC COC-S is the USAREC HQ 24/7 operational cell that provides all classified storage and unclassified communications (STE, SIPRNET) with higher HQs (TRADOC EOC, 902 Military Intelligence, CID, and Ft Knox Emergency Operations Center). The USAREC Force Protection Team provides information, requirements, and specific procedures for USAREC Security, Antiterrorism/Force Protection, Physical Security, OPSEC, Personnel Security, and Emergency Management Programs. In addition, the COC-S is the proponent for all CCIR/SIR/UIRs.

(2) Manage the command operations center.

(3) Manage all serious incident reports for the command.

(4) Manage the CG's critical information requirements.

(5) Conduct Emergency Management operations to prepare for, mitigate, prevent, respond to, and recover from all multi-agency and or multi-jurisdictional emergencies on or impacting TRADOC installations.

(6) Provide support and coordination for all force protection related incidents.

(7) Manage and execute the headquarters building access and security mission.

(8) Perform and manage personnel security requirements.

(9) Maintain communications for First Responder support with the Ft. Knox Emergency Operations Center (EOC).

(10) Provide and maintain all secure communications and storage of classified documents for USAREC HQ.

(11) Sexual Harassment and Rape Prevention Program (SHARP) representative; directing all SHARP communications to BDE SARC representatives.

(12) Liaison with 902 Military Intelligence and Criminal Investigation Division.

(13) Monitor, track and submit all Commander's Report of Disciplinary Actions (DA Form 4833) to CONUS Provost Marshal Offices for inclusion into the Army's Centralized Operations Police Suite (COPS) database.

(14) Maintains the secure telephone equipment system (SIPRNET) and classified document storage.

(15) Maintain coordination with DA mortuary affairs and the General Officer Management Office (GOMO) to provide support for all Soldiers lost in combat.

(16) Provides 24/7 threat/intelligence dissemination to subordinates elements as directed/coordinated

with the Security & Antiterrorism Officer or Security/Intelligence Specialist.

h. Boards Division

The Boards Division supports and conducts DA Officer Selection Boards for RA/AR OCS, Direct Commission to Captain, RA Warrant Officer and Warrant Officer Flight Training programs. The division is also the lead agent for US Army Band Recruiting and Board Selection. Key tasks are below:

(1) Staff responsibility for administration and conduct of officer selection boards in accordance with DOD and DA Secretariat instructions. Includes procuring board members, issuance of travel orders, briefing board members, monitoring the process, preparing board results for CG's approval, and preparing messages for release of board results.

(2) Monitors the automated WO database for all WO applicants.

(3) Maintains liaison with DA Secretariat, HRC, and all Warrant Officer Proponents on changes to the board selection process.

(4) Processes and tracks applications for proponent qualification, moral waiver evaluation, age waiver evaluation, and active service waiver evaluation as well as physical fitness waivers.

(5) Corresponds with individual applicant on all disapproval action by proponents and waiver agencies.

(6) Principal advisor to the CG and staff on OCS, AR Direct Commission, Direct Commission to Captain In-Service Warrant Officer and WOFT selection board issues.

(7) Monitors and makes recommendations to improve the processing procedures and policies relating to applications for RA and AR OCS, AR Direct Commission, Direct Commission to Captain.

(8) Monitors AR 601-210 and other personnel-related publications affecting the recruiting process. Coordinates changes with applicable agencies both internal and external to HQ USAREC.

(9) Staff responsibility for USAREC Reg 601-91.

(10) Reviews and prepares ARCD, Direct Commission to Captain in-service warrant officer, and WOFT applicant packets for boarding. Responsible for refining and automating the selection boards processes.

(11) Serves as central point of contact between brigade band liaisons and HRC liaisons, Army Band Proponent Office, and Army School of Music.

(12) Coordinates with Army School of Music on matters pertaining to band recruiting issues and standards.

(13) Coordinates with HRC liaisons concerning mission development, status, progress, and issues.

(14) Reviews and recommends changes to USAREC policies, programs, and incentives regarding band accessions.

(15) Coordinates with proponent, Army Bands, on issues regarding recruiting regulations and policy.

i. Training Division.

G3 Training Division is the command's primary training managers responsible for assessing, developing, implementing, conducting, and managing training. Develops training policies and programs in support of USARECs critical, needs based missions tasks and the Commanding General's intent. Key Tasks are below:

(1) Manages Organizational Training Programs and Policies

(2) Manages USAREC Schools Programs

(3) Serves as USAREC Quota Source Manager

(4) Serves as USAREC Digital Training Management System (DTMS) Manager

(5) Serves as USAREC Organizational Inspection Program Coordinator

j. Special Operations Recruiting Support Division.

The Special Operations Recruiting Support-Division (SORS-DIV) is an element within the G3 and serves as the coordinating entity and advising arm for In-Service recruiting of Special Forces (SF), Civil Affairs (CA),

Psychological Operations (PO), 160th Special Operations Aviation Regiment (SOAR), Explosive Ordnance Disposal (EOD), and the Army's Warrant Officer Cohort to the United States Army Recruiting Command G3. The Division supports the operational requirements of the Special Operations Recruiting Battalion (SORB) and synchronizes stakeholder equities. Key tasks are below:

- (1) Makes recommendations on policies concerning In-Service recruiting activities to the command
- (2) Engages within USAREC and to external stakeholders to identify potential in-service recruiting and processing challenge areas in terms of geographical location, market adjustments, information technologies, past challenges and specific difficulties in the SORB (A)'s recruiting operations
- (3) Command point of contact for USASOC, USAJFKSWCS, USASOAC, the Warrant Officer Cohort, and EOD on all matters of recruiting operations.
- (4) Serves as the policy proponent for all In-Service recruiting doctrine and regulations, with specific focus on UR 5-0 Chapter 8, UTP 3-10.3 and UTC 5-03.5 Chapter 7.
- (5) In coordination with SORB (A), provides input on Special Operations and In-Service recruiting issues to directorates and command-level briefings.
- (6) Coordinates with the United States Army Human Resources Command (HRC), Army G1, and the United States Army Training and Doctrine Command (TRADOC) as needed.
- (7) In coordination with SME input from the SORB(A), provides guidance to USAREC G2, G7/9 and external marketing agencies in support of In-Service recruiting operational, marketing and advertising activities.

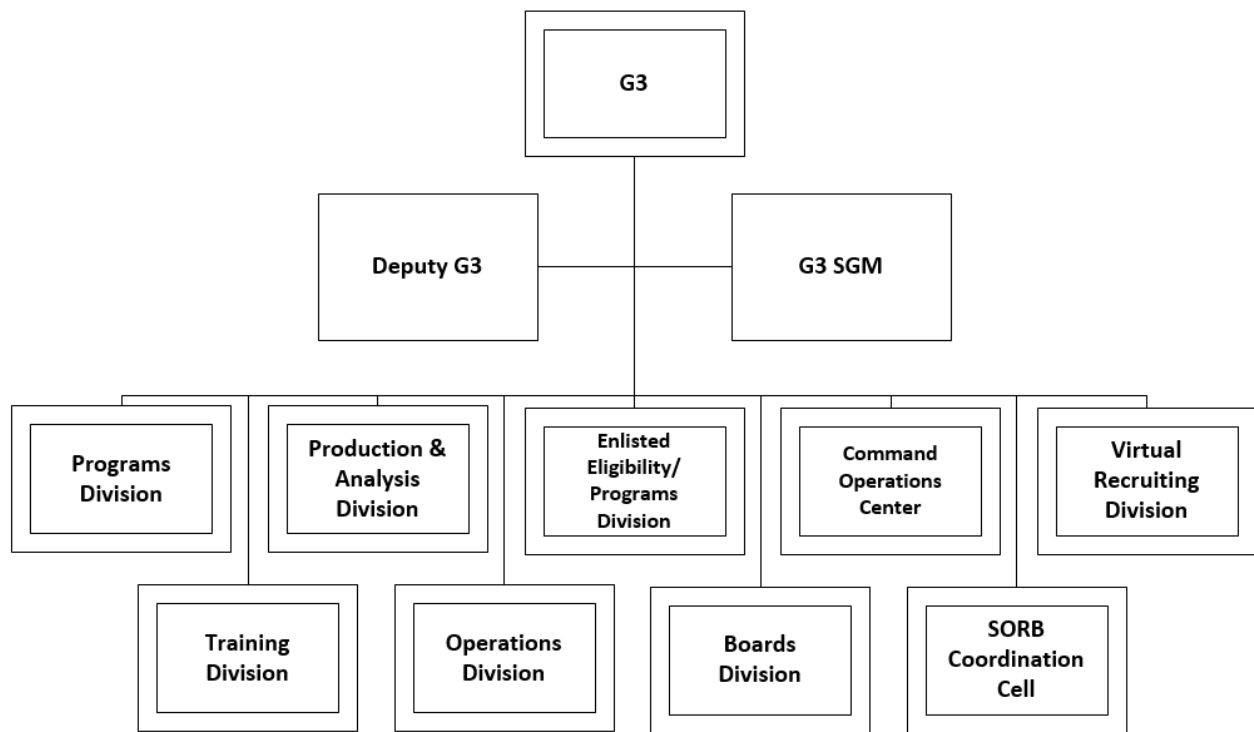


Figure 3-8. ACoS, G-3 Organization Chart

3-24. ACoS, G-4/8

a. The G-4/8 is the principal staff officer responsible for the allocation, administration, and review of the USAREC funding and logistical programs to execute the USAREC mission and serves as the principal advisor to the USAREC CG, on financial management, accounting, logistics, procurement and contracting. The G-4/8 develops estimates for current and future year budgets, develops distribution plans to support critical command program requirements, tracks budget execution throughout the year, and develops proposals for the redistribution of available funds to resource new, emerging requirements. The G-4/8 coordinates current year and future year program objective memorandum (POM) funding requirements with TRADOC G-8 and HQDA officials. The G-4/8 provides input to TRADOC to develop modeled funding and manpower requirements for the RRC in the Structure and Manning Decision Review (SMDR) process. The G-4/8 also provides logistics and acquisitions support to the recruiting force to enable the Command to meet its assigned missions to provide the Army's strength.

b. Functions.

- (1) Provide and oversee accounting and fiscal policy for all levels of the command.
- (2) Allocate funding at all levels of command.
- (3) Develop and submit future year funding requirements in the TAA, POM, and SMDR.
- (4) Manage property.
- (5) Manage transportation.
- (6) Manage facilities and government leased housing.
- (7) Provide contract oversight.
- (8) Provide acquisition planning and support.
- (9) Functional training proponent and trainer for brigade resource management personnel.
- (10) Manage CP11 career program.

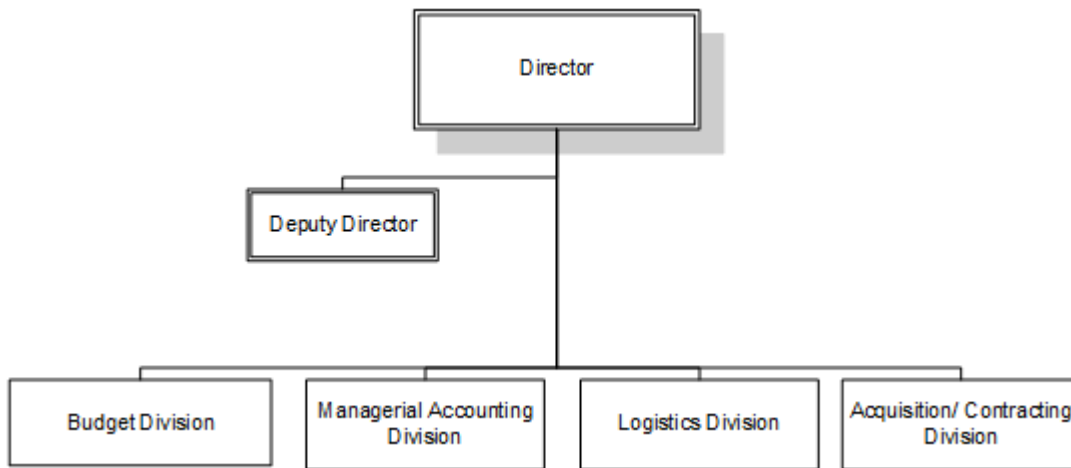


Figure 3-9. ACoS, G-4/8 Organization Chart

3-25. ACoS, G-6

a. Mission: The ACoS G-6 is the principal staff officer and Chief Information Officer to the Commanding General and the Command on all matters pertaining to information management and technology (IM/IT). The G-6 is the principal focal point for Recruiting IT/IM matters within Department of Defense organizations, Congress, other Federal agencies, academia, and industry. The G-6 is responsible for IM and information

resource management, and develops, implements and executes policies, plans, and operational procedures, and provides staff and technical advice and guidance on IM systems. The G-6 ensures accessibility, utilization, and monitoring of network assets in both the military and commercial environments, enabling commanders, staffs, and the Recruiting Force to conduct accessions missions to man the Army. The G-6 ensures integration of information resource management operations and decisions within USAREC planning, financial management, human resources management and program decisions. The G6 recommends information security protections commensurate with risk for USAREC information and information systems.

b. The G-6 consists of the Director, with an appointment as the Chief Information Officer for the Command, Deputy Director, the IT Business Office and four Divisions. The Divisions are Cybersecurity, Operations, Integrated Solutions, and Product, Program & Project Management.

c. Functions.

(1) Ensure the confidentiality, integrity and availability of IT assets, data and capabilities of military and commercial networks to commanders and their staffs to conduct recruiting operations.

(2) Coordinate and manage electromagnetic spectrum operations and communications security within the command.

(3) Plan, prepare, execute and assess the Army Information Systems to integrate and synchronize information-related capabilities and services, including flexibility and scalability to support operations.

(4) Provides long-range planning in connection with prospective changes in IT architecture, functions and IM programs.

(5) Establish and maintain redundant IT data/voice communications channels and capabilities to support Continuity of Operations and Disaster Recovery operations which require restoration of operational IT services and/or relocation of IT assets to alternate locations with minimal disruptions to operations.

(6) Establishes and maintains formal cybersecurity, Information Assurance security and training programs, and ensures that the programs are compliant with regulatory guidance.

(7) Establish USAREC IT policies, reviewing IT resource requirements, and formulating program development and resource allocation recommendations.

(8) Manage recruiting requirements for recruiting automation support and provides automation solutions in support of the recruiting mission.

(9) Provide IT service providers with command approved and prioritized technical work requirements in support of designing, developing, producing, and maintaining required programs.

(10) Oversees the management of IT assets, ensuring compliance and standardization within the Command, including compliance with Army information security standards.

(11) Identify requirements to enhance support for the current and future states of the USAREC IT architecture.

(12) Oversees the management and maintenance of service requests for local purchases of IT equipment, applications and services to support mission requirements. Also ensures service requests are compliant with governing regulations for service changes and acquisition management programs in the IT environment.

(13) Administers all command publications and forms.

(14) Provide professional, timely technical assistance and support on matters related to IT. Interacts with customer base via telephonic, oral, written, and electronic communications. Responsible for ensuring complex IT issues within the organization are resolved in a timely and efficient manner.

(15) Manage and distribute official military mail.

(16) Ensures the USAREC IT workforce possesses required training and certifications and maintains compliance with regulatory guidance.

(17) Serves as the Career Program Manager for USAREC segment of the Army Digital Technology Career Field and oversees the training, certification, distribution and utilization of the USAREC IT Workforce.

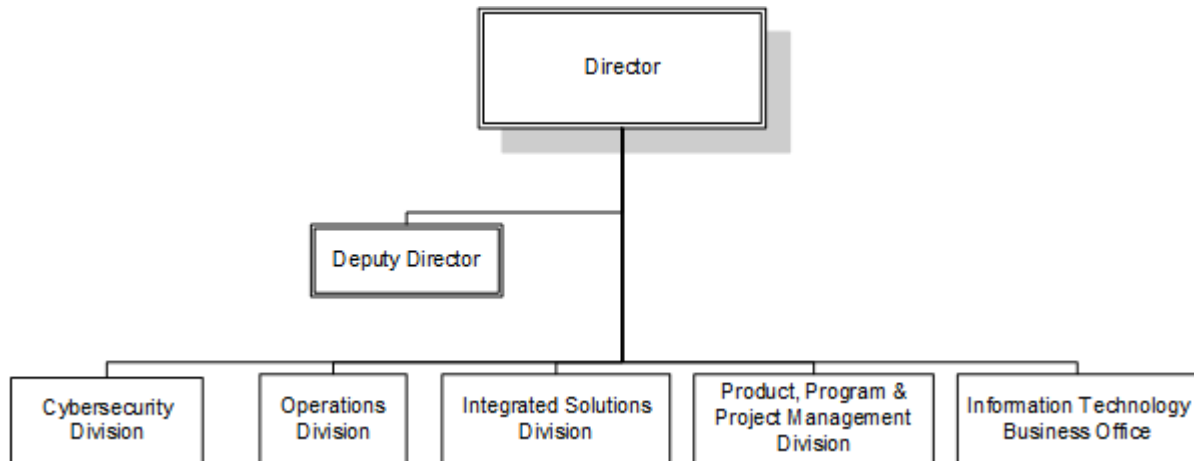


Figure 3-10. ACoS, G-6 Organization Chart

3-26. ACoS, G7

The ACoS G-7 is the principle staff officer responsible for the planning, coordination and synchronization of marketing and education functions in support of USAREC missions. In coordination with the Army Enterprise Marketing Office (AEMO), develops policy, procedures and content to guide execution of local marketing operations. Develops and interprets education policy as it pertains to the enlistment eligibility process in coordination with Office of the Secretary of Defense (OSD) accessions policy on education. Functions.

- a. Develop and synchronize execution of USAREC’s annual marketing and academic integration guidance.
- b. Maintains coordination with AEMO for all marketing support functions. Provides USAREC recommendations for inclusion in the Army Strategic Marketing Plan.
- c. In accordance with the Army Strategic Marketing Plan and regulatory guidance, maintains oversight and synchronization of USAREC activities to include USAREC HQs media planning and placement, local marketing plans and locally developed creative materials.
- d. Achieve efficient and effective use of marketing resources through return on investment analysis; maintain oversight of the Enterprise Marketing Management (EMM) system and the integration of VAMP funds planning and execution.
- e. Develop, create, and produce quality advertising materials for the RA, AR, special missions, Army Medical Department (AMEDD) in support of local recruiting marketing programs. Leverages research in the production of all released products.
- f. Primary education advisor, conducting academia integration and education policy development to support recruiting operations.
- g. Develop and maintain USAREC partnerships and sponsorships with academic and professional education organizations.
- h. Provide technical guidance and professional training for education, marketing and promotional programs at brigades and battalions.
- i. CP 31 and FA 58 career program manager for the command.
- j. Selects and prioritizing targets and matching the appropriate KLE, response, or asset considering operational requirements and capabilities. The emphasis of USAREC targeting is on identifying population that if effectively engaged will significantly contribute to the success of the USAREC commander’s mission.

k. Submits decision briefing to USAREC DCG fusion board on proposed targeting guidance and priorities. This includes recommended target guidance, objectives, and priorities, recommended HPEL, AGM, and target selection standards, and proposed prioritized target list.

l. Responsible for the operational planning of “top of the funnel activities” in conjunction with the fusion process.

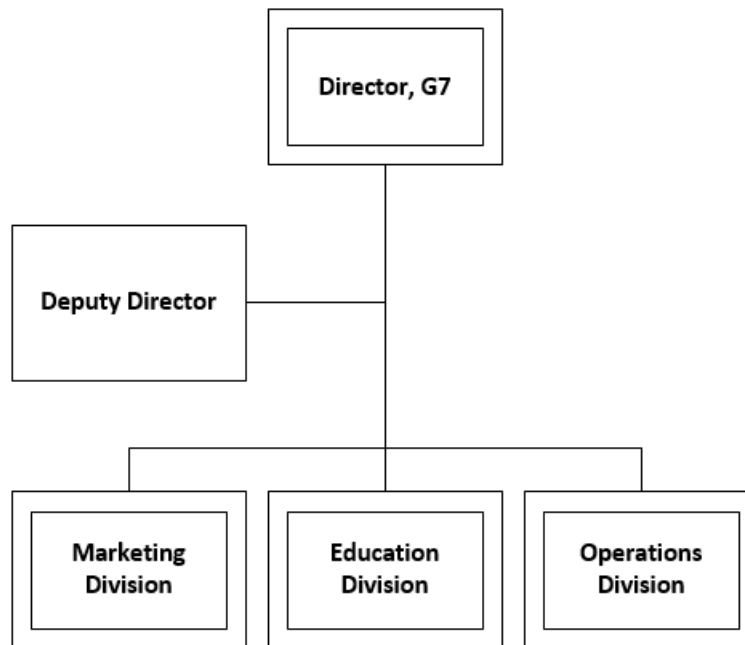


Figure 3-11. ACoS, G-7 Organization Chart

3-27. Health Services Directorate

a. The director of HSD is the principle staff officer responsible for the procurement and commissioning of individuals for the Army Medical Department (AMEDD) and Army Chaplain Corps. HSD formulates policy and supervises activities concerning recruitment and coordinates recruiting activities, as required, and allocates requirements for health care programs and options. HSD also develops policies for all six AMEDD corps commissioned personnel procurement programs assigned for USAREC recruitment.

b. Functions.

(1) Conduct AMEDD selection boards and reviewing board results to ensure applicants meet all appointment qualifications standards.

(2) Process applications for direct commission for all AMEDD Corps, AD, AR and Army National Guard (ARNG) and Presidential Nominations and Secretary of Defense Scrolls through HRC for commissioning RA and AR Officers.

(3) Establish policy concerning AMEDD direct commission and student program processes in coordination with G-3.

(4) Calculate Constructive Service Credit (entry grade) in accordance with regulatory guidance on all applicants.

(5) Identify potential recruiting and processing problems that affect medical recruiting efforts such as geographical obstacles, past problems, or specific command difficulties in coordination with G-3 and the Medical Recruiting Brigade.

(6) Point of contact for military personnel offices, personnel services branches, personnel services divisions, and service members for questions concerning AMEDD programs.

(7) Coordinate, implement, and manage all AMEDD recruiting incentive programs in coordination with G-3, Medical Recruiting Brigade (MRB), HQDA, OTSG, Army G-1, OCAR and OCCH.

(8) Coordinate assignments of all AMEDD accessions with HRC for both AD and AR.

(9) Responsible for tracking production management for AMEDD and Chaplain recruiting and accessions.

(10) Serves as proponent for USAREC Regulation 601-37, Army Medical Recruiting Program and UR 601-108, Army Chaplain Recruiting Program.

(11) Point of contact for Army G1, OTSG, OCAR, MEDCOM, AR MEDCOM, USARC, DACH, and HRC for questions concerning AMEDD programs.

(12) HSD coordinates recruiting activities as required with HQDA, Office of The Surgeon General (OTSG), Army G1, and Office of the Chief, Army Reserve (OCAR) and allocates resources for health care programs and incentive options.

(13) Process and track ASA/DA G1 waivers.

(14) Manage and track accessions from USAREC, ROTC, Uniformed Services University Health Sciences (USUHS), OCS, and Military Academy.

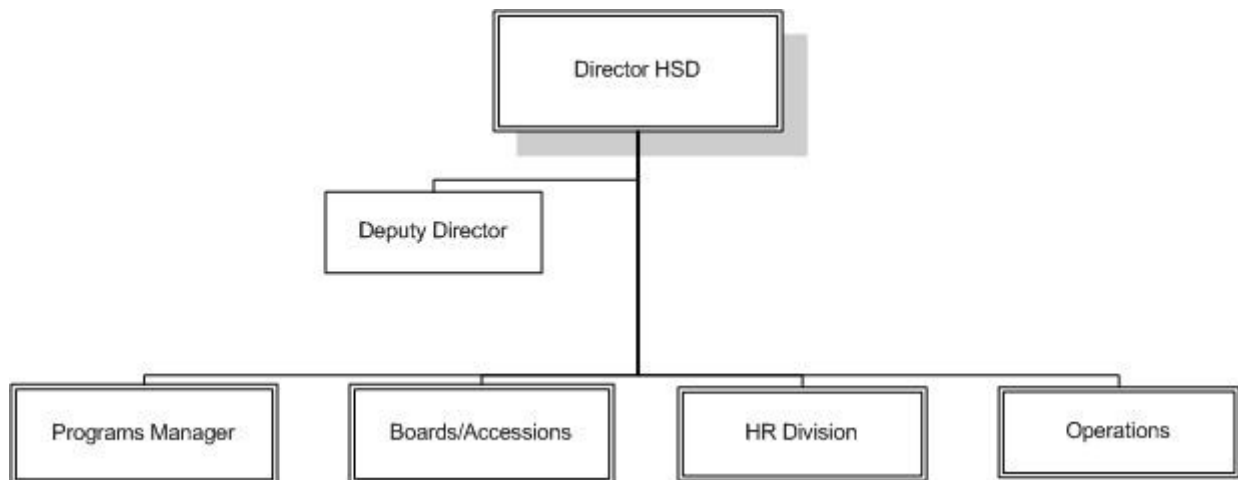


Figure 3-12. Health Services Directorate Organization Chart

Section V: Special Staff Responsibilities and Functions.

3-28. Executive Services Office (ESO)

a. The Chief of Executive Services is the protocol subject matter expert for the command. This staff executes the command's executive services staff element plan; organizes and executes proper honors and respects for official visits, ceremonies, special events, conferences, and social events hosted by the headquarters command group. The ESO provides guidance and assistance to the staff, subordinate commands, and other organizations on all protocol policies, procedures and official courtesies.

b. Functions.

(1) Serve as the executive agent to the commanding general on all matters related to the development, management, planning, evaluation and execution of the overall command executive services program.

(2) Plan and coordinate with general officers (GOs), foreign delegations of all ranks, and distinguished civilians visiting USAREC. Identify unique requirements necessary for proper planning and execution of protocol during their visit. Develop the requirement and exercise operational control for escort officers, drivers, and detail personnel in support of official functions.

(3) Plan, coordinate, and provide support to all conferences, ceremonies, receptions, national outreach events and other special events hosted by the command group.

(4) Limitation .0012 official representation funds (ORF) custodian for the command. Plan and execute social functions and maintain ORF gift locker IAW AR 37-47.

(5) Communicate with TRADOC, Fort Knox protocol office, and tenant activities to develop and maintain social rosters, distinguished visitor reports and significant event reports allowing for visibility of protocol engagements at HQ, USAREC.

(6) Provide visual information and audiovisual support for command group hosted events.

3-29. Recruiting Standards Directorate

a. The primary responsibility of the chief RSD is to provide oversight for the CG to ensure the recruiting force executes the recruiting mission legally, efficiently, and with integrity, complying with current Army and DOD regulations and policy. The RSD is responsible to inspect and analyze the entire recruiting process and investigate alleged recruiting misconduct.

b. Functions.

(1) Conduct announced and unannounced inspections of brigades, battalions, companies, and recruiting stations.

(2) Manage the USAREC Headquarters Investigative Program pertaining to all allegations of recruiting misconduct (RM).

(3) Command point of contact for military and governmental departments, agencies, and command involved in the reporting, investigation, and adjudication of RMs.

(4) Manage and supervise administrative and operational functions of officers detailed as headquarters investigators.

(5) Assist in the conduct of investigations.

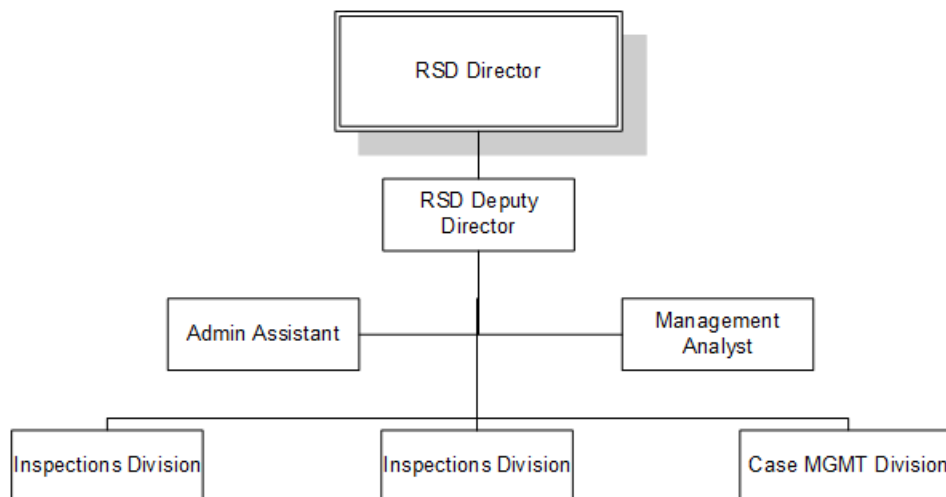


Figure 3-13. Recruiting Standards Directorate Organization Chart.

3-30. Secretary of the General Staff

a. The SGS is the administrative and protocol assistant to the CoS. The SGS assists the CoS and DCoS in the execution of their duties.

b. Functions.

(1) Maintain the HQs battle rhythm, maintain and coordinates the command calendar/ travel.

(2) Manage and track internal staff taskings.

(3) Assist in managing awards, evaluations, daily status, CMD civilian time.

(4) Assist in managing and coordinating staff and attendant activities.

(5) Analyze, process, and follow-up on all correspondence to ensure proper coordination, correctness, timelines, and completion of assigned actions are met.

3-31. Equal Employment Opportunity (EEO)

a. Serves as the command's advisor for all Equal Employment Opportunity and Diversity matters relating to DA Civilians, former employees, and applicants for employment. Ensures workforce can succeed in an environment free from race, color, religion, sex, national origin, disability, age, sexual orientation, gender identify, genetic information, reprisal, or other impermissible basis. Provides advice, education, and training to the USAREC leadership and workforce relating to any form of unlawful discrimination and the promotion of diversity and inclusion in the workplace. Reasons: IAW EEOC Management Directive 715, Army Regulation 690-12 and TRADOC Regulation 10-5-1.

b. Functions.

(1) Recommend command wide policy and guidance for the Army's EEO and Diversity initiatives as required by Federal guidelines.

(2) Ensures compliance with all Federal Statutes and Army regulations governing EEO and EEO Commission (EEOC) management directives.

(3) Provides a full complement of EEO services and support (responds to EEO inquiries, processes, complaints, provides guidance for reasonable accommodations, etc.) to USAREC supervisors and employees.

(4) Advises USAREC leaders, managers, and supervisors to ensure compliance and incorporation of EEO principles into all personnel management practices.

(5) Monitors and analyzes EEO complaints.

(6) Conducts EEO program evaluations of HQ USAREC elements and activities to determine effectiveness of the overall EEO Program.

(7) Provides oversight of all EEO training for USAREC and ensures compliance of EEO training requirements for all USAREC civilians and all supervisors (military and civilian) of civilian employees.

(8) Reviews special emphasis programs to determine potential barriers affecting low participation rates.

(9) Completes all EEO requirements to include the following: EEO Program Annual Status Report and 462 Report.

(10) Supports the Department of Labor/Department of Defense Workforce Recruitment Program (WRP) by serving as a WRP Recruiter.

(11) Provides EEO briefings in USAREC functional courses to affirm the value of workplace diversity and cultivate a culture of inclusion.

(12) Solicits annual nominations for various Diversity, EEO and Civil Rights awards.

(13) Coordinates and collaborates with higher headquarters, external agencies, local/state agencies, and industry to promote an understanding of cultural and individual similarities/differences.

(14) Conducts USAREC-wide EEO staff assistance visits (in conjunction with Military EO SAVs) as

required by regulation and USAREC policies.

(15) Develops, executes, and manages a budget to help ensure that the EEO and Diversity programs are properly resourced.

(16) Analyzes, critiques, or conducts formal and informal methods (e.g., climate surveys and focus groups) in order to continuously assess the workplace climate for DA employees within the command, anticipates problems and recommends solutions before problems arise.

3-32. Military Equal Opportunity (MEO)

a. The USAREC MEO advisor serves as the command advisor for all matters concerning equal opportunity for Soldiers and their Families. The MEO advisor assists commanders in all units through the MEO program which formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all Soldiers based solely on merit, performance, and potential in support of readiness.

b. Functions.

(1) Manage the command's MEO program. Recommend, develop, and articulate command wide plans, guidance, directives, policies, and regulations to reduce or prevent discrimination.

(2) Advise and assist the CG and staff on all MEO matters. Coordinates timely responses to MEO issues and concerns.

(3) Recognize and assess indicators of institutional and individual discrimination.

(4) Publish, review and update the Equal Opportunity Action Plan (EOAP).

(5) Process, collect and review demographic data concerning all aspects of MEO. Provide awareness on human readiness concerns and make recommendations for program improvements.

(6) Receive, review and process MEO complaints. Provide complaint guidance, assistance, and recommendations IAW regulatory compliance.

(7) Manage, conduct, evaluate and assist with MEO education programs, training programs, and ethnic observances. Provide awareness of MEO programs, complaint procedures and the MEO link to unit readiness, and cohesion.

(8) Promote understanding and guidance of the MEO program. Assist commanders with command climate surveys and assessments in order to enhance morale and develop solutions to enhance Soldier performance.

3-33. Command Safety

a. The USAREC Director of Safety serves as the command advisor, technical consultant and coordinator to the commander for all safety and occupational health efforts within USAREC for Civilians, Soldiers and Family members. The Director of Safety is responsible for the planning, organizing, directing, evaluating, and coordinating all safety program elements throughout the command. Manages and develops a command wide safety program, which encompasses DOD, DA, and TRADOC safety programs.

b. Functions.

(1) Implement the command safety and occupational health program (Program Management).

(2) Implement mishap and near miss investigation program (Accident Investigation and Reporting).

(3) Provide accident prevention material and training for civilian and military safety personnel (Education, Training, and Promotion).

(4) Exercise staff oversight for the integration of safety and risk management procedures into mission, policy, regulations and training operations/events throughout the command. (Risk Management).

(5) Reviews plans for classroom instructions and proposed demonstrations and exhibits to ensure the safety of Army personnel and the public (Safety in Training/Event Operations)

(6) Implement the command's ammunition and aviation safety programs (Ammunition and Aviation

Safety Programs)

(7) Implement the motor vehicle accident prevention program (Motor Vehicle Safety Program). Implement a comprehensive safety and occupational health program to effectively address/facilitate compliance with established regulatory and statutory safety program requirements. (Inspections/surveys/Assessments).

3-34. Command Surgeon & Command Psychologist

a. The command surgeon serves as personal staff and medical advisor to the CG on all matters relating to the health of the force including medical readiness, medical profiles and medical suitability for performing recruiting duties. Additionally, the command surgeon serves as the subject matter expert on medical standards for appointment and enlistment in the United States Army

b. Functions

(1) On behalf of the Commander USAREC, sets and enforces the medical waiver parameters which authorizes (or denies) medical waivers for all RA and AR enlisted accession and Direct Commissioned Officer applicants.

(2) Reviews applicant files for the purpose of granting or denying medical waivers for accession.

(3) Reviews and validates any challenges to waiver decisions by Executive Inquiry, Legislative Inquiry (Congress), Command Elements or Flag-ranked advocates.

(4) Trains and educates recruiting elements at all command levels through pre-command course, operations course, accessions partner forum, MEPCOM Medical Leaders Training Seminar and other means as needed.

(5) Oversee and manage the subordinate sections of the Command Surgeon Section including the medical waivers section and medical readiness section. The command surgeon works in close conjunction with the command psychologist section on all matters pertaining to the behavioral health of the force.

(6) Monitor and advise the Commander USAREC on compliance with medical readiness measures to including but not limited to periodic health assessments, profiles, immunizations and dental readiness.

(7) Serves as the medical expert for command directed fatality review boards.

(8) Serves as the command representative on the Installation Senior Medical Council, Installation Community Health Promotion Council and the TRADOC Community Health Promotion Council.

(9) Serves as the Ready and Resiliency Program manager coordinating with leads of the Physical, Psychological, Spiritual, Family and Social working groups. Informs the CoS, DCG and CG of resources and training available to help CMD teams address assessed trends and needs.

c. The command psychologist provides direct advice to the CG as well as subordinate leaders and staff in the application of the science of human behavior to assess, train and sustain the force. The command psychologist provides consultation on human factors, performance and organizational psychologies to enhance behavioral health within the command. The command psychologist provides high interest and behavioral health surveillance, advisement, and oversees the management of care. The command psychologist provides oversight and management of budget, personnel, and lines of effort pertaining to the behavioral health and wellbeing of the command. command psychologist is responsible for the preparation of Appendix 3 (Behavioral Health) to Annex F (Sustainment) of the USAREC Recruiting Operation Plan. As the deputy command surgeon and, in the absence of the command surgeon, the command psychologist assumes the command surgeon's role, functions and responsibilities.

d. The command psychologist coordinates with the G-1, HRC, OTSG/MEDCOM on recruiting candidate assessments; OTSG/MEDCOM, MEPCOM, and the USAREC Surgeon in Bde Behavioral Health Consultants (BHCs), G-3 and the RRC on leadership development of recruiters; MEDCOM, IRACH, WTC, IMCOM, TRADOC, G-1, USAREC Surgeon and Bde BHCs to ensure the health of a geographically-dispersed command.

e. Functions.

- (1) Provide health and high interest surveillance and advisement.
- (2) Provide assessment and selection services and oversight.
- (3) Oversee the coordination of behavioral health care in the command.
- (4) Provide leadership development and performance enhancement initiatives.
- (5) Provide policy advisement.
- (6) Oversee fatality review boards for non-accidental deaths.
- (7) Oversee and facilitate SRU assignments.
- (8) Provide oversight (standards and scope of practice) and approval role in assignments for military and civilian psychologists and behavioral health technicians assigned to USAREC.

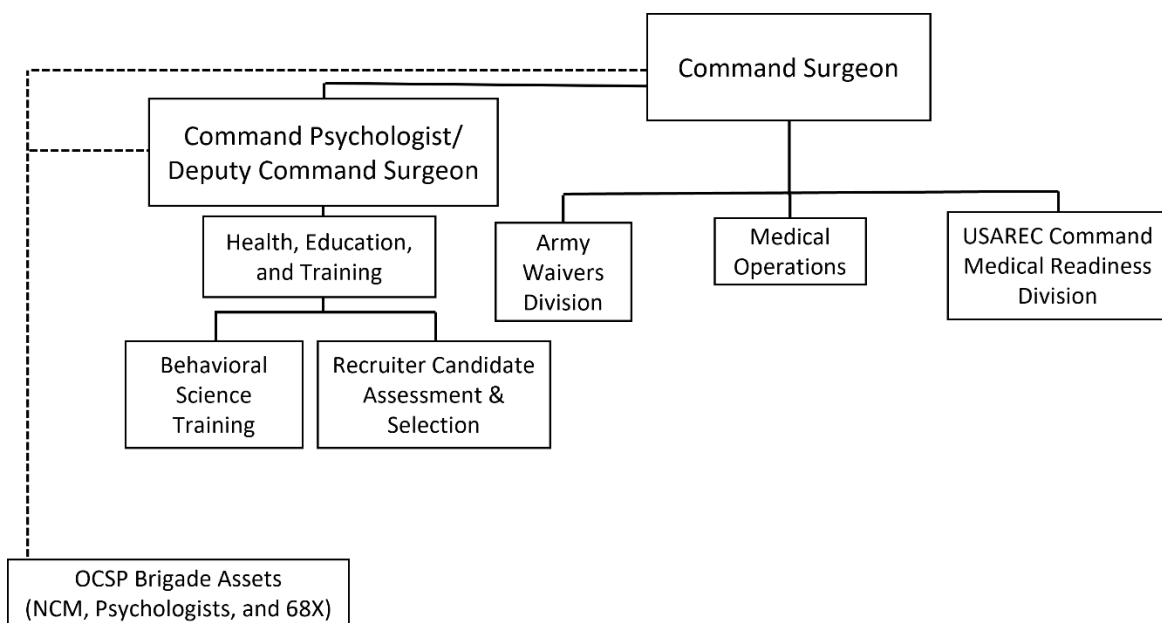


Figure 3-14. Office of the Command Surgeon & Psychologist Organization Chart

3-35. Command Retention

a. The command career counselor coordinates, develops and implements the USAREC retention program in accordance with HQDA, TRADOC and ARCD (AGR) goals, policies, directives and regulatory guidance. The command career counselor advises the CG and CSM on all aspects of the Army Retention Program.

b. Functions.

- (1) Administers daily operations of the commanding general's retention program and serve on the special staff.
- (2) Assigns an annual mission to subordinate commands.
- (3) Exercises operational supervision of retention programs designed under the senior mission commander command of interest.
- (4) Enforces Army policy, directives, guidance, and processing procedures for retention and reclassification actions.

(5) Fulfills responsibilities of the AC or RC Army career counselor.

(6) Recommends the relief and reclassification of subordinate career counselors found unfit, unqualified, unable, or unwilling to perform duties, accomplish tasks or functions, fulfill responsibilities, or maintain high standards as prescribed by this regulation.

(7) Coordinates and ensures assigned personnel receive training as needed in support of the Army Retention Program.

(8) Manages and executes an annual Retention Publicity Item (RPI) budget to support the mission and promote Retention in the Unit.

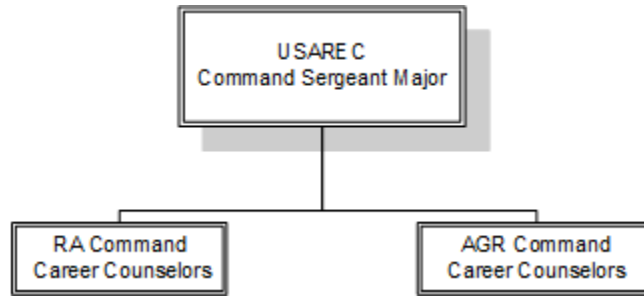


Figure 3-15. USAREC Retention Organization Chart

3-36. HQ Commander/ Headquarters and Headquarters Company (HHC)

a. The HHC commander provides support to USAREC personnel within HQ USAREC. The HHC commander is responsible for the health, welfare, training and unit readiness of all Soldiers and Civilians. Responsible for the maintenance and services of HQ facilities and grounds. Provides leadership to maintain military order and discipline. The HHC commander implements and executes USAREC and HHC policies and procedures.

b. Functions.

(1) Advise the CG, DCG, CoS and DCoS on matters pertaining to Soldiers assigned to the HQ.

(2) Administer the Army Substance Abuse Program (ASAP).

(3) Ensure Soldier Family care plans are current and on file.

(4) Manage the headquarters supply system to maintain adequate inventory of on-hand supplies to ensure continuous mission operations within the headquarters.

(5) Conduct the in-processing and out-processing of all headquarters personnel.

(6) Provide accountability of Soldiers, DA civilians and contractors.

(7) Ensure Soldiers' SGLI and DD92 remain updated.

(8) Process military leave and pass requirements.

(9) Process military finance actions.

(10) Maintain the Digital Training Management System (DTMS) for assigned Soldiers.

(11) Analyze available resources to determine short-term and long-range requirements.

(12) Maintain HHC vehicles, reports and scheduled maintenance.

(13) Environmental Compliance Officer.

(14) Manage, store, and turn in Hazardous Materials.

- (15) Manage scheduled and unscheduled maintenance of all headquarters facilities located on Fort Knox.
- (16) Manage task orders against the Post Maintenance contract.

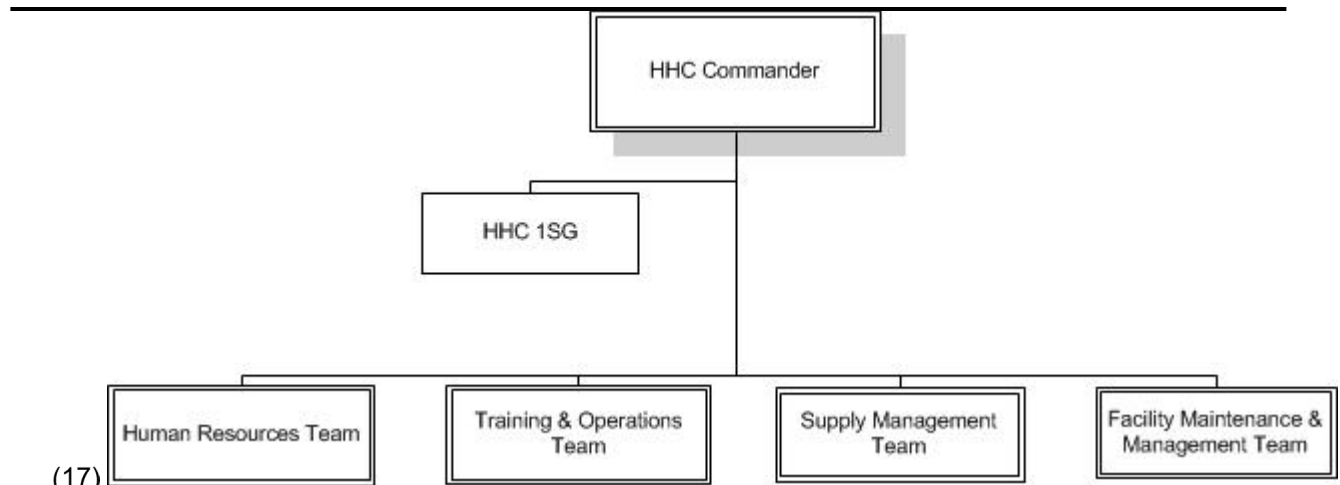


Figure 3-16. HQ Commandant /HQ Company Organization Chart

3-37. Sexual Harassment/Assault Response & Prevention (SHARP)

a. The USAREC SHARP Program Manager (PM) serves as the principle advisor to the commander for all matters relating to the implementation of the SHARP Program. The SHARP PM is responsible for the oversight and coordination of the SHARP Program throughout the area of responsibility (AOR) and updates the CG and subordinate commanders on changes to guidance, policy, and procedures.

b. Functions.

- (1) Manage SHARP Training requirements.
- (2) Manage SHARP budget.
- (3) Develop SHARP Program SOP.
- (4) Monitor SHARP Program database.
- (5) Manage SHARP Program inspections.
- (6) Manage SHARP Program credentialing process.
- (7) Develop MOU/MOAs.
- (8) Comply with HQDA SHARP related program guidance.
- (9) Monitor notification compliance of Sexual Assault/Harassment incidents.
- (10) Monitor expedited transfer requests.
- (11) Resolve reported SHARP Program issues (OIP).
- (12) Manage 24/7 SHARP Hotline.
- (13) Receive and process complaints of sexual harassment (HQ & RRC).
- (14) Receive and process report of sexual assault (HQ & RRC).

Chapter 4

UR 10-1-1 – Brigade Organizations and Functions

4-1. Organization, Functions, and Designation of Responsibilities

The mission of the U.S. Army Recruiting Brigade Headquarters is as follows:

- a. Commands the U.S. Army Recruiting Brigade, consisting of the headquarters and all U.S. Army Recruiting Battalions located within assigned geographic boundaries, and exercises authority over all assigned personnel.
- b. Performs managerial, personnel, administrative, operational, training, budget, promotional, logistical, automation, liaison and coordination functions needed to operate the Recruiting Brigade Headquarters and subordinate activities.
- c. Provides mission support for all Recruiting Brigade activities.
- d. Supervises the RA and USAR programs and missions pertaining to recruitment and enlistment of personnel. Also, to assist, as directed, the ARNG, Army Medical Procurement, and other specialized personnel procurement programs.

Section I Organization of Recruiting Brigade Headquarters

4-2. Command group

- a. The command group consists of:
 - b. Brigade Commander
 - c. Command Sergeant Major
 - d. Chief of Staff
 - e. Clinical Psychologist
 - f. Career Counselor
 - g. Education Specialist
 - h. Soldier and Family Assistance Project Manager
 - i. Family Advocacy Program Coordinator
 - j. Sexual Assault Response Coordinator
 - k. SHARP Victim Advocate
 - l. Anti-Terrorist Officer
 - m. Enlisted Standards Team

4-3. Brigade staff

The brigade staff consists of:

- a. Headquarters Support
- b. Unit Ministry Team
- c. Brigade Judge Advocate
- d. Special Missions
- e. S-1 (personnel)
- f. MMA/ Market and Mission Analysis Section (intelligence)
- g. S-3 (operations)
- h. S-4 (logistics)

- i. S-6 (information management)
- j. S-8 (resource management)
- k. A&PA (advertising and public affairs)

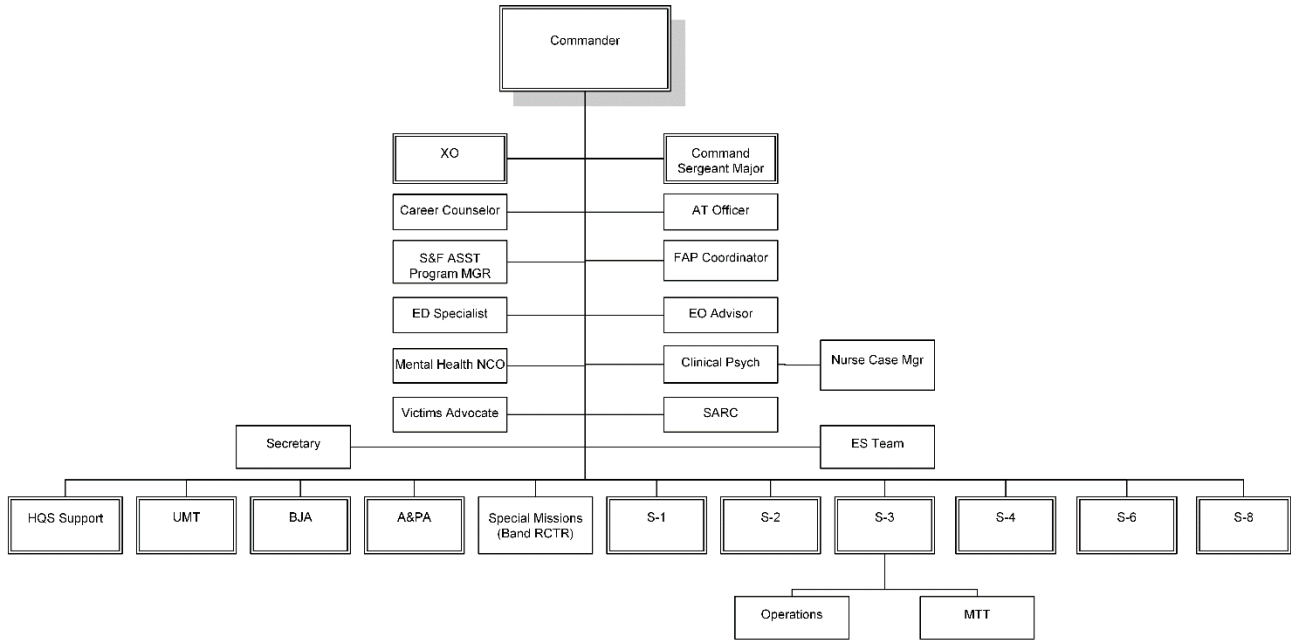


Figure 4-1. Brigade Headquarters Organization Chart

Section II: Headquarters Brigade Command Group

4-4. Brigade Commander

a. Manages brigade-wide recruiting operations. Commands HQ Brigade and subordinate field activities located throughout their brigade footprint.

b. Functions.

(1) Commands Headquarters, U.S. Army Recruiting Brigade.

(2) Commands Subordinate U.S. Army Recruiting Battalions located within the assigned geographic area of each Recruiting Brigade.

(3) Supervises the RA and USAR procurement programs within the Recruiting Brigade as they pertain to recruitment, enlistment, and reenlistment of personnel.

(4) Performs managerial, administrative, operations, liaison, funds control, budgetary, promotional, and logistical functions necessary to operate the Recruiting Brigade Headquarters and support all subordinate Brigade activities.

4-5. Command Sergeant Major

a. The Brigade CSM is the senior enlisted advisor to the Brigade Commander on all policy matters and on all matters of individual training pertaining to Brigade enlisted personnel.

b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of the Brigade and as a key member of the Brigade staff. Provides relevant input to shape institutional and sustainment training for the field force and

NCO leadership development for Brigade enlisted personnel.

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

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

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

4-6. Executive Officer (XO)

a. Supports, interprets, and disseminates policies, plans, and decisions of the Brigade Commander to the staff and battalions. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

b. Functions.

(1) Manages an internal support staff to orchestrate daily actions.

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

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

(4) Responsible for the supervision and synchronization of the entire general staff, to include S1, S2, S3, S4, S6, S8, HQs Support Element, Unit Ministry Team (UMT), Brigade Judge Advocacy (BJA), A&PA, and Special Missions.

(5) Maintains effective internal control of allocated resources and manpower authorizations.

(6) Provides guidance and assistance for the Equal Opportunity Advisor (EOA) Office and Equal Employment Opportunity (EEO) Office.

(7) Maintains internal control and stewardship of resources.

4-7. Clinical Psychologist

a. As the OIC/team lead of the BDE Wellness Team, the Behavioral Health Consultant (BHC) promotes the behavioral health and leadership development needs of our recruiters. This includes performance enhancement and resilience of USAREC Soldiers and their families; DA civilians; and contract personnel. The BHC is a functional component and extension of the Office of the Command Psychologist (OCP) that provide local operational support to field units within their brigades.

b. Functions.

(1) Support every BN CDR and BN CSM during monthly Battalion Wellness meetings in order to facilitate leadership awareness of the physical and psychological health of the force.

(2) Advise personnel on policies, techniques, and procedures that pertain to organization culture; individual and unit performance; perform trend analysis; analytical input; and develop courses of action for the Command.

(3) Consult with Commanders during Fatality Review Boards, especially those involving suicides.

(4) Coordinate with the OCP, located at USAREC HQ, to identify and analyze medical, behavioral health, risk, and misconduct trends in order to provide mitigation strategies to the Brigade Commander.

(5) Conduct Wellness Team visits within the brigade footprint. Wellness visits involve circulating within a battalion, company, and station area of responsibility in order to check on the physical and psychological wellbeing as well as morale of a unit (when requested or necessary).

(6) Provide assistance or input into risk assessment and risk mitigation actions for supported unit and individual Soldiers as indicated.

(7) Implement and recommend unit behavioral health initiatives that culminate in proactive/preventive measures creating a positive and safe environment for Soldiers and their Families.

(8) Guide/assist Commanders in submitting command-directed behavioral health evaluations (CDBHE), Substance Abuse evaluations, and Serious Incident Reports (SIRs).

(9) Conduct/lead Traumatic Event Management and psychological debriefings following a Soldier suicide.

(10) Conduct the behavioral health portion of line of duty investigations for all completed suicides.

(11) Ensure coordination with all Military Treatment Facilities (MTF) in their areas of operation (AO) that have inpatient and outpatient behavioral health facilities.

(12) Provide internal behavioral health education, leader support, and other as needed training to Commanders and Soldiers within USAREC to enhance performance and improve resiliency.

(13) Provide sustainment training to the field based on trends and Soldier need. Training will be provided to stations, companies, BNs, and BDE HQ. BHCs will also support the Recruiting and Retention College (RRC) during OCP-related training events (e.g., biannual Pre-Command Course, BN or Company level trainings, ATCs, workshops at military treatment facilities, etc.).

(14) Support all USAREC assessment, selection, and leadership development program initiatives.

(15) Provide individual coaching sessions to assist recruiters and leaders in developing an Individual Development Plan at the RRC or field locations.

4-8. Nurse Case Manager (NCM)

a. As the deputy OIC/team lead, the Nurse Case Manager (NCM) supports the medical readiness needs of our recruiters. Of note, when the BHC is a contractor, the NCM is the OIC/team lead of the Wellness Team. The primary function of the NCM is Medical Readiness coordination. This includes, but is not limited to, the coordination, assessment, planning, implementation, evaluation, and monitoring of Soldiers for health care options and services in a geographically dispersed environment. The NCM is a functional component of the Brigade Wellness Team and extension of the Office of the Command Surgeon and Psychologist that provide local operational support to field units within their brigades.

b. Functions.

c. Readiness

(1) Serves as the Subject Matter Expert (SME) to the Commander regarding Medical Readiness.

(2) Manage MEDPROS and other databases to ensure the BDE is meeting all Medical Readiness requirements per DOD and OTSG guidance. This includes, but is not limited to, the collection, analysis, and reporting of BDE medical readiness indicators.

(3) Monitoring, training and granting Commander Portal Access.

(4) Liaison with Sister Services regarding Medical Readiness issues, concerns, training and coordination.

(5) The primary duty of the NCM is to promote medical readiness by serving as the point of contact for case/care management and health planning services pertaining to the physical medical and behavioral medicine needs of all Soldiers, to include Tricare Prime Remote (TPR), within the BDE.

(6) Respond to Soldiers identified as requiring case management through health planning assessments, database review, command consultation, and risk surveillance measures.

(7) Ensure electronic medical records are updated to reflect any collected civilian documentation.

(8) Respond to poly-pharmacological issues in collaboration with Surgeon Cell, located at USAREC HQ, and TPR pharmacists.

(9) Provide administrative and organizational skills in managing continuity of care for USAREC Soldiers through collaboration with discharge planners and insurance companies (e.g., Humana/Health Net and BH Humana)

(10) Coordinate changes with the Soldier and Command as they move along the entire health care continuum with the goal to expedite treatment and transition to either return to duty or release from service.

(11) Ensures a collaborative team approach with the Regional Health Commands (RHC) to oversee the assessment, planning, implementation, coordination, monitoring and evaluation of case management services to meet the health needs of Soldiers to facilitate outcomes that are cost effective, timely and clinically appropriate.

(12) Maintain collaborative and coordinating efforts with Sister Services and the VA Health Care delivery system.

(13) Coordinate with all levels of command to provide support with Command Directed Behavioral Health Evaluations (CDBHE), Fitness for Duty (FFD) evaluations, ASAP/SUDCC (Army Substance Abuse Program/Substance Use Disorder Clinical Care) evaluations/enrollments, Profiles, Periodic Health Assessments (PHA), and Dental referrals for individuals who are experiencing medical, behavioral or emotional health problems that interfere medical readiness, work performance, and/or substance misuse or abuse problems.

(14) Contact Commanders following SIRs with the exception of SHARP related incidences involving any medical, behavioral, and/or emotional health issues to offer support and evaluate if hospitalization of the Soldier is needed.

(15) Upon request from a Commander, the release of a Soldier's medical documentation as it pertains to Command Directed Evaluations and/or Chapter separation physicals. The Case Manager will provide the requesting Commander coordinating instructions on how to authorize a designee/representative to retrieve medical documentation from the servicing MTF Patient Administration section on their behalf.

(16) Support every BN CDR and BN CSM during monthly Battalion Wellness meetings in order to facilitate leadership awareness of the physical and psychological health of the force.

(17) Advise leadership on policies, techniques, and procedures that pertain to the medical care of the force.

(18) Support OCP and BDE risk surveillance tracking initiatives which includes, but is not limited to, tracking and managing at risk/vulnerable Soldiers within the BDE.

(19) Conduct Wellness Team visits within the brigade footprint. Wellness visits involve circulating within a battalion, company, and station area of responsibility in order to check on the physical and psychological wellbeing as well as morale of a unit.

(20) Ensure Soldiers are receiving appropriate medical referrals. This includes, but is not limited to, medical fitness for duty and CDBHE evaluations; WTU and MEB referrals, and Soldier profiles.

(21) Identify and resolve access to healthcare and utilization issues within both military and civilian sectors.

(22) Provide MEDPROS guidance and education within the Brigade footprint.

(23) Educate Commanders and Soldiers on healthcare and treatment options and community resources.

(24) Provide training to the field based on trends and Soldier need. Training will be provided to stations, companies, BNs, and BDE HQ.

(25) Commander Portal access and training support throughout the Brigade footprint.

(26) Identify processes, systems, and best practice metrics (PHA/Dental Readiness, Commander Portal Access, MEB, IDES, Flu Vaccination status and trends) in order to determine measures of effectiveness for USAREC Soldiers. This includes analyzing and managing healthcare delivery systems through communication and use of resources to promote quality outcomes for TPR Soldiers.

(27) Development and manage process improvement protocols/clinical guidelines which delineate the expected processes of care delivery for USAREC soldiers.

4-9. Behavioral Health Technician (BHT)/Wellness Team NCOIC

a. As the NCOIC of the BDE Wellness Team, the BHT acts as a force multiplier for the behavioral health consultant, supporting the behavioral health and leadership development needs of our recruiters. The BHT is a functional component and extension of the Office of the Command Psychologist (OCP) that provide local operational support to field units within their brigades. The BHT works under the direct license of a clinical psychologist and can only provide psychological services/support under the direction and supervision of the BHC.

b. Functions.

(1) Supports the BHC and NCM during monthly Battalion Wellness meetings in order to facilitate leadership awareness of the physical and psychological health of the force.

(2) Provide administrative and technical support to the BHC and other members of the Brigade Wellness Team as it pertains to matters involving behavioral health and medical readiness.

(3) Provide peer support and mentorship to the NCO chain of command on matters involving behavioral health.

(4) Support the BHC during Wellness Team visits.

(5) Support the BHC with risk assessment and risk mitigation actions.

(6) Support Commanders in submitting CDBHE, Substance Abuse evaluations, and SIRs.

(7) Support the BHC during Traumatic Event Management and psychological debriefings.

(8) Coordinate with OCP, located at USAREC HQ, to complete a Department of Defense Suicide Event Report after every attempted or completed suicide.

(9) Ensure coordination with all MTFs in their AO that have inpatient and outpatient behavioral health facilities.

(10) Provide internal non-clinical behavioral health, leader support, and training to Commanders and Soldiers within USAREC to enhance performance and improve resiliency.

(11) In conjunction with the BHC, provide sustainment training to the field based on trends and Soldier needs. Training will be provided to stations, companies, BNs, and BDE HQ.

(12) Support the BHC with logical and administrative during USAREC assessment, selection, and leadership development program initiatives.

(13) In conjunction with the BHC, provide individual coaching sessions to assist recruiters and leaders in developing an Individual Development Plan at the RRC or field locations.

4-10. Career Counselor

a. Coordinates, develops and implements the Brigade retention program in accordance with USAREC, HQDA and TRADOC goals, policies, directives and regulatory guidance. Advises the Brigade Commander and CSM on all aspects of the Army Retention Program.

b. Functions.

(1) Manages all reenlistments, extensions, reclassifications, special programs and retirement actions for Brigade HQs, and subordinate units.

(2) Provides career counseling to Soldiers within the area of responsibility and advises sergeants major on current retention policies unit commanders and command and procedures.

4-11. Education Specialist

a. Provides education support in all areas of recruiting and is a resource used in accomplishing the overall mission.

b. Functions.

(1) Principal advisor to the BDE commander on education matters.

(2) Interacts with state educational and healthcare professional associations, colleges, universities, healthcare professional schools and residencies, state, regional and national accrediting agencies and other components of the education community to enhance military recruitment.

(3) Implements USAREC and BDE educational related programs and policies and develops total educational liaison programs relating to the recruiting mission boundaries.

(4) Maintains liaison between the recruiting field force and the education community.

(5) Conducts visits and activities to increase recruiter access and visibility.

(6) Coordinates plans and actions to communicate with education decision-makers/influencers at the local, county, regional, parish, and/or state levels.

(7) Develops and distributes a BDE school plan to include a college plan that is designed to assist recruiters in penetrating college markets.

(8) Plans, manages and coordinates the BDE's educator/COI tour to a military installation.

4-12. Soldier and Family Assistance Program Manager

a. Manages and coordinates Army community service-type requirements and support to include Relocation Assistance Program; Exceptional Family Member Program; Army Emergency Relief; Consumer Affairs and Financial Assistance Program; Military Family Life Consultant Program; Information, Referral, and Follow-up Program; and Family Advocacy.

b. Functions.

(1) Implements the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, Civilian employees, and Family members of the brigade.

(2) Manages brigade participation in the Army Family Action.

(3) Manages and monitors brigade usage of commercial childcare resource subsidies provided through the IMCOM Child and Youth School Services GSA contract for reduced child care fee services.

(4) Prepares strategic plans for the brigades Family programs to ensure compliance with Family programs and standards and with the Army family Covenant actions.

(5) Appointed as the TRICARE Beneficiary Counseling Assistance and Coordinator (BCAC) for TRICARE Prime Remote, TRICARE Prime Remote Active Duty Family members programs, to provide assistance on TRICARE issues and enrollment for Brigade Soldiers and their Families

4-13. Family Advocacy Program Coordinator

a. Manages the Family Advocacy Program to provide comprehensive assistance and liaison to and for victims of domestic violence; and to educate personnel in the brigade regarding the most effective responses to domestic violence on behalf of victims and at-risk family members.

b. Functions.

(1) Manages and coordinates all Domestic Violence and Child Abuse cases for the brigade and implements prevention programs and trainings.

(2) Briefs all new Command Staff and Senior Enlisted Staff on FAP responsibilities within 90 days of assignment.

(3) Annual FAP briefing to all personnel to meet mandatory Army requirements.

4-14. Brigade Sexual Assault Response Coordinator (SARC)

a. The Brigade Sexual Assault Response Coordinator (SARC) serves as the Brigade advisor to the commander for all matters relating to the implementation of the SHARP Program. The SARC is responsible for the oversight and coordination of the SHARP Program throughout the area of responsibility (AOR) and updates the Brigade CDR and subordinate commanders on changes to guidance, policy, and procedures, when received from the USAREC SHARP Program Manager.

b. Functions.

- (1) Communicate effectively at the Direct Leadership level.
- (2) Manage Brigade SHARP Program.
- (3) Manage cases of sexual assault and harassment.
- (4) Facilitate SHARP training.

4-15. Brigade SHARP Victim Advocate

a. Provides guidance on program policies and objectives. Incumbent is expected to work independently within established program guidelines and keeps the SARC/SHARP supervisor informed of program status and unusual or controversial situations.

b. Functions.

- (1) Manages and Coordinates support requirements for Sexual Assault Victims.
- (2) Coordinates with Battalion SHARP VAs to ensure all victim advocate responsibilities are met.

4-16. Anti-Terrorist Officer

a. Plans development, implementation, and operation of AT/FP program in coordination with policies, regulations and programs.

b. Functions.

- (1) Provides direction, guidance, advice, and assistance to all brigade elements on the AT/FP program.
- (2) Assesses AT/FP risk assessments and trends.
- (3) Establishes and maintains relationships with the civilian federal, state, and local law enforcement agencies.
- (4) Coordinates and monitors all pending investigations ongoing within the assigned area of operations with law enforcement agencies.
- (5) Maintains a thorough knowledge of the brigade AT/FP mission and functional assignments to assure effective integration of individual tasks, responsibilities, and assignments into overall plans and procedures.

4-17. Recruiting Standards Team

a. Evaluate the RSP at the battalion level based on command regulatory guidance and goals established in the yearly Fiscal Year Action Plan.

b. Functions.

- (1) Conduct inspections of battalions, companies, and recruiting stations.
- (2) Manage the Brigade Investigative Program pertaining to all allegations of recruiting misconducts (RM).
- (3) Provide RSP and RM investigation support to subordinate units.
- (4) Manage and supervise administrative and operational functions of officers detailed as battalion investigators.
- (5) Review subordinate Processing Procedure Reviews (PPR) and RM processes for efficiency and timeliness.
- (6) Ensure accurate routing of all subordinate element's RMs for review and processing.
- (7) Monitor the Recruiting Standards Function Area Analysis and Data Package, Volume II, Recruiting Brigade and Battalion Management Reporting System as it relates to the Recruiting Standards Program.

Section III: Brigade Staff

4-18. Headquarters Support

a. Provides support to brigade personnel within the Brigade HQ. Responsible for the health, welfare, training and unit readiness of Soldiers and Civilians assigned to the Brigade HQs. Responsible for the maintenance and services of brigade facilities and grounds. Provides leadership to maintain military order and discipline. Implements and executes brigade policies and procedures.

b. Functions.

(1) Advises the BDE CDR and XO on matters pertaining to Soldiers assigned to Brigade HQs.

(2) Oversees all policies and procedures pertaining to Soldiers assigned to Brigade HQs.

(3) Oversees, organization day and brigade activities to ensure compliance with Brigade Commanders intent and directives.

(4) Plans, coordinates and executes quarterly values stand-down day for all Soldiers, DA civilians assigned to the brigade.

(5) Oversees the OER rating scheme for the brigade.

(6) Serves as the COTR for all contracts involving HQ USAREC.

4-19. Unit Ministry Team

a. Perform and provide direct and area Title X religious and spiritual support for brigade and subordinate personnel to ensure the free exercise of religion for all Soldiers, the Family Members and authorized Civilians. Advises the commander and staff on morals, morale, ethical issues, and the impact of religion on all aspects of military operations. Provide for religious support, pastoral care, and the moral and spiritual well-being of the command

b. Functions.

(1) Fulfill the core competencies of the Chaplain Corps to Nurture the Living, Care for the Wounded and Honor the Fallen.

(2) Serves on the commander's Special Staff and advises the commander on matters and impact of religion, morals, morale, and ethics impacting the Soldiers within the command.

(3) Assesses religious support needs in the brigade.

(4) Protects religious freedom of personnel in the brigade.

(5) Develops and executes a religious support plan for the brigade centered on the twin pillars of Soldier/unit visitation and a Strong Bonds program to maintain Soldier and Family's readiness and resilience.

(6) In coordination with the Wellness Team, implements the Commander's religious support Wellness Programs.

(7) Provides and coordinates pastoral care, crisis ministry, spiritual and counseling for Soldiers, family members and civilian personnel.

(8) Performs and/or provides religious support for command ceremonies, worship services, emergency pastoral care and confidential counseling.

(9) Coordinates for the use USAR and USNG Chaplains for emergency pastoral care in the brigade area of operations.

(10) Conducts Strong Bonds Programs, Suicide Prevention, Financial Peace University, and other Soldier/Family/Civilian support programs and initiatives.

(11) Provides timely reports, assessments and information to the chain of command and appropriate Chaplains in the technical chain of supervision.

(12) Interacts with multiple levels of Army Chaplaincy: Office of the Chief of Chaplains; USAREC Command Chaplain; TRADOC Command Chaplain; IMCOM Command Chaplain; USAR and USANG

Chaplains.

4-20. Brigade Judge Advocate

a. The BJA is the Brigade commander's professional legal adviser on all matters affecting the morale, good order, and discipline of the command. The BJA's direct access to the Brigade commander, by regulation, may not be impeded. The BJA generally serves under the command supervision of the XO and the technical supervision of the USAREC Staff Judge Advocate (SJA). The BJA provides legal services to the Brigade, Battalion and Company command leadership teams and staffs.

b. Functions.

(1) Provides military justice advice and performs military justice duties prescribed in the Uniform Code of Military Justice.

(2) Provides administrative law advice and assistance to the brigade in the areas of: recruiting improprieties; brigade investigations; officer show cause and enlisted involuntary separation boards; Article 138 complaints; military personnel law; policies, plans, and directives review; line of duty investigations.

(3) Provides assistance to, and coordinates with, the USAREC labor law counselor concerning all labor law matters and issues within the Brigade.

(4) Provides fiscal, procurement, and contract advice and assistance to the brigade.

(5) Resolves legal problems regarding administrative boards, investigations, or other military tribunals.

(6) Provides technical supervision and training of legal personnel in the brigade and its subordinate units.

(7) Provides legal counsel to the CPO, EOA, and the brigade.

(8) Serves as the Brigade ethics counselor.

(9) Manages the brigade's Financial Disclosure Management program.

(10) Assists with litigation in which the United States has an interest.

(11) Operates brigade legal training programs as required by Army Regulation.

(12) Helps implement training programs for reserve component legal personnel and units.

4-21. S-1

a. Performs and conducts HR Planning and Operations along with supervising the execution of all other HR mission essential tasks within the brigades and battalions. HR support uses a competency-based and performance-oriented strategy guided by USAREC enduring principles that assure a higher quality, more diverse and ready Recruiting Force enabled by effective HR systems and agile policies. Manning the Force is a strategy which ensures that the right people are in the right places with the right skills to fully capitalize on their expertise. Properly manning units is vital to assuring the fulfillment of missions as a strategic element of command policies; it enhances predictability; and ensures that leaders have the people necessary to perform assigned tasks.

b. Functions.

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

(2) Effectively manages the force by performing functions which directly impact a Soldier's career and quality of life.

(3) Performs personnel accountability on a continual basis regardless of location or environment due to the geographically dispersed locations of recruiters assigned to the brigade.

(4) Provides the Brigade Commander with a snapshot of the Required Recruiter Force (RRF) and support personnel in order to determine a percentage of fill within the unit.

(5) Serves as principal advisor to the commander on HR support.

(6) Provides technical guidance/ oversight to subordinate battalions.

- (7) Serves as the senior HR manager for the brigade.
- (8) Plans, coordinates, and executes HR support for current and future operations.
- (9) Ensures all HR core competencies and subordinate key functions are completed IAW established timelines, policies, and procedures.
- (10) Advises the brigade commander on the health, welfare, and morale of all Soldiers assigned to the unit.
- (11) Prepares and provides HR support information to operation orders (OPORDS) and operations plans (OPLANS).
- (12) Ensures S-1 operations are fully integrated into unit operations.
- (13) Plans and coordinates external HR support requirements (for example, USAREC, MPD, HRC).
- (14) Ensures all S-1 casualty-related actions are properly executed (that is, timely and accurate casualty reporting; completion of letters of sympathy and condolence; prompt appointments of line of duty (LOD) investigating officers, Army Regulation (AR) 15-6, safety accident investigations, as appropriate, and summary court martial officers (SCMOs); and case reviews for all eligible posthumous awards, appointments, and promotions).
- (15) Executes company grade officer slating in coordination with the HQ USAREC G-1.
- (16) Coordinates field grade officer slating with HQ USAREC G-1.
- (17) Executes brigade commander's sensitive actions.
- (18) Performs adjutant functions.
- (19) Supervises the timely execution of personnel data reconciliation.
- (20) Establishes and maintains coordination with external HR and financial management agencies.
- (21) Coordinates personnel requirements and assignment of unit personnel with HQ USAREC G-1.
- (22) Coordinates with subordinate S-1 sections to establish replacement priorities and unit of assignment guidance.
- (23) Processes Officer and NCO Evaluation reports.
- (24) Plans and coordinates Personnel Asset Inventories (PAIs).
- (25) Manages the training and daily execution of HR core competencies and subordinate key functions, systems, and equipment.
- (26) Conducts professional development and cross training for S-1 personnel.
- (27) Coordinates with the Command Sergeant Major (CSM) and HQ USAREC G-1 on enlisted strength management issues or enlisted HR support actions as needed.
- (28) Coordinates with the Bde Executive Officer and USAREC G-1 on officer strength management issues or officer HR support actions as needed.
- (29) Processes officer relief actions.
- (30) Supervises the management of RA and AGR enlisted personnel assigned, attached and /or under the operational control of the command.
- (31) Processes reclassification actions (both RA and AGR).
- (32) Processes relief actions for ineffective, unqualified or unsuitable RA and AGR Soldiers.
- (33) Coordinates the requisitions of officer replacements for the brigade and subordinate units based on projected losses and reassignments with HQ USAREC G1.
- (34) Processes AGR monthly promotions.
- (35) Provides assistance to the battalions on HSS-PER and other automated systems.

(36) Processes all recommendations for awards and decorations requiring approval by Brigade Commander and CG USAREC, CG TRADOC and HQDA.

(37) Compiles statistical data, analyzes trends on a yearly, quarterly and monthly basis and provides advice and solution to problem areas within the brigade.

(38) Manage Headquarters Support System (HSS) and eMILPO of all assigned or attached military personnel and civilians (DOD and contractors).

(39) Assists with monitoring MEDPROS data.

(40) Processes taskings.

(41) Initiates requests for civilian personnel actions such as hiring, reassignments and promotions.

(42) Processes individual Soldier actions.

(43) Produces orders and maintains an orders log.

(44) Ensures all brigade HR personnel are trained on current HR systems (EDAS, TOPMIS, eMILPO etc.).

4-22. Market and Mission Analysis Section

a. Responsible for developing situational awareness of the recruiting environment (e.g., social, political, economic factors) that forms a common operating picture of the Brigade recruiting market area of operations. Advises the Recruiting Brigade Commander on operations-level market analysis to inform recruiting operations, recruiting resource allocation, recruiting mission allocations, and recruiting market engagement strategies.

b. Functions.

(1) Assesses the regional demographics, lifestyles, and psychographic factors, historical recruiting performance, and USAR market factors (vacancies) to evaluate the market's potential in support of the execution of the recruiting mission.

(2) Participates in the fusion process in support of the BDE's marketing program: provides actionable intelligence for targeting markets and resource allocation; assesses effectiveness of marketing efforts and makes recommendations for improvements to future efforts.

(3) Monitors market conditions and assesses current organizational boundaries, recruiting NCO force structure, and recruiting stations to maximize recruiting operations; analyzes proposed battalion changes to the recruiting force and coordinates with USAREC G-2 in the planning and execution of Position Analysis and Evaluation (PAE) according to USAREC Regulation 601-73. Determines and evaluates the mission for Recruiting Brigade Companies by analyzing various demographic data that contributes to recruiting success (median income, unemployment, population density, etc.).

(4) Develops recruiting missions for subordinate BN and Company units appropriate to the unit markets and resources. Ensures the BDE mission is fully assigned to subordinates and properly documented in recruiting systems.

4-23. S-3

a. The brigade S-3 is responsible for recruiting operations, plans and training at the brigade and subordinate level.

b. Functions.

(1) Interprets, clarifies, and disseminates enlistment policy to subordinate battalions.

(2) Analyzes and processes enlistment waivers (felony) through appropriate channels.

(3) Completes and tabulates statistical production data.

(4) Evaluates the Recruiting Standards (RS) Program at the battalion level based on command regulatory guidance and goals established in the yearly Fiscal Year Action Plan.

(5) Conducts visits to subordinate battalions to assist in RS Operations and assures that command RS regulatory guidance is followed.

(6) Assists in developing mission breakout for the Recruiting Battalions.

(7) Conducts scheduled and as required, assistance visits to battalion operations and guidance counselor offices.

(8) Provides analysis when evaluating the different recruiting support programs (TAIR, Hometown Recruiter Aide Program, advertising, educations tours).

(9) Monitors and analyzes the USAR priority unit strength report.

(10) Participates in recruiting battalion partnership council meetings.

(11) Processes requests for exception to policy on active duty, DEP and USAR enlistments.

(12) Monitors and tracks special emphasis enlistment programs, MOS, unit of choice and the Recruiter Incentive awards Program.

(13) Provides liaison with TPU, USARC, and CONUSA on USAR recruiting matters.

(14) Participates in the quarterly mission assignment process.

(15) Processes waiver for dependents, previous discharge for dependency or hardship, AWOL, lost time, and enlistment grade determination of all USAR enlistees according to AR 601-210.

4-24. S-4

a. Advises the Recruiting Brigade Commander on all aspects of logistical operations and activities within the Recruiting Brigade. Provides guidance to brigade headquarters staff and subordinate units on property accountability, procurement services, facilities management, and vehicle management. Coordinates and implements logistics policy, and programs from higher headquarters, and develops implementation procedures to support established policies.

b. Functions.

(1) Oversees, coordinates, and executes Property Book operations

(2) Oversees, coordinates, and executes Facility management operations and Brigade Leased Government Housing Program.

(3) Oversees, coordinates, and executes Vehicle operations.

(4) Procurement Management. Screens requirements for submission to their higher headquarters. This screening includes method of purchase (GPC/contract), market research to determine cost, and a decision regarding price reasonableness and submission of requests to HQ USAREC for approval.

(5) Contract Management Oversight. Serves as the Commands COR (contract oversight representative) for designated recruiting support initiatives.

4-25. S-6.

a. The brigade S-6/IMO provides formal and informal training to brigade and subordinate personnel on hardware, and software usage. This includes: installing, maintaining, and troubleshooting problems with personal computing devices, and software; providing technical assistance to brigade headquarters and subordinate commands; supporting command standard systems to include Enterprise (Cloud based) solutions supporting the Army Accessions community, and coordinating repairs of Government Furnished Equipment (GFE); Coordinating repairs with higher headquarters and commercial vendors.

b. Functions.

(1) Provides technical assistance to current and potential users to minimize disruptions of computer operations.

(2) Tests and analyzes computer hardware and software malfunctions to resolve problems. Analyzes, evaluates, and resolves malfunctions by adjusting equipment configurations, recommending appropriate

acquisitions, and distinguishing between equipment, software, and LAN installation and operation problems.

(3) Assists in solving problems associated with deliveries in support of individual hardware or software orders.

(4) Installs baseline images and above baseline software onto GFE, computing devices.

(5) Troubleshoots, and configures USAREC command standard software.

(6) Maintains inventory of brigade IT hardware and above baseline software, including monitoring of those inventories in subordinate organizations.

(7) Establishes, and enforces brigade automation security programs, and ensures compliance with higher headquarters policies, and regulations.

(8) Prepares standard operating procedures for all brigade system users.

(9) Briefs all brigade personnel on automation security.

(10) Reports all security violations to USAREC Information System Security Program Manager.

(11) Conducts research and analysis to justify the selection and acquisition of IT assets and above baseline software.

(12) Prepares IT service requests; also monitors all IT service requests for brigade and subordinate organizations.

(13) Evaluates performance of software, and hardware after procurement.

(14) Provides technical assistance to the brigade headquarters, and subordinate organization level telecommunications systems. Installs, maintains, and troubleshoots local area network (LAN) client hardware, and associated software.

(15) Coordinates installation, malfunctions, and upgrades with subordinate commands, and USAREC personnel.

4-26. S-8

a. The S-8 provides oversight allocation, administration and review of all funds for the brigade programing. The S-8 develops estimates for current and future year budgets and recommends distribution plans to the brigade commander for approval.

b. Functions.

(1) Advises the brigade on how to manage and control financial resources.

(2) Interprets and implements HQ USAREC policies and procedures pertaining to fund control. Disseminates policies, plans, and procedures applicable to programming and budgeting according to basic policies established by HQ USAREC to the BN levels.

(3) Plans, organizes, directs, and controls command programs, budget, accounting, statistics, manpower management, and management information requirements.

(4) Develops and evaluates the Command Obligation Plan (including travel, supplies, contracts, etc., the annual Command Operating Budget (COB) and USAREC monthly Status of Funds Report. Prepares data for the USAREC HQ Program Budget Advisory Committee (PBAC).

(5) Prepares annual spending plans and advises the commander and other battalion staff on funding and submitting requests for unfunded requirements

(6) Troubleshoots civilian personnel issues such as benefits to include coordination with G1; processes special requests including civilian awards and adverse personnel actions; monitors payroll to ensure the right cost center is being used for payroll and awards.

(7) Performs budget duties focusing on Recruiting Brigade and battalion financial operations.

(8) Receives, reviews and maintains program budget when received from USAREC HQ and manages funding usage in GFEBS.

(9) Creates and manages obligation documents; inputs General Financial Enterprise Business System (GFEBs) financial transactions. Oversight of financial obligations and invoices for contracts

(10) Conducts Program Budget Advisory Committee (PBAC) meetings at the Recruiting Brigade and provides charts, analysis, etc. necessary for decision making.

(11) Develops and maintains cost analysis with which to measure performance.

(12) Compiles and assists the commander on how to manage the financial resources by providing plans, analysis, and reports on a routine or as needed basis.

(13) Conducts special research projects and report findings, as directed; includes taskers and requests for information from USAREC HQ.

(14) Manages Defense Travel System (DTS).

(15) Trains brigade, battalion, and subordinate units on the use of DTS.

(16) Manages the Government Travel Card (GTC) program.

(17) Processes new arrivals through the Government Charge Card Program and troubleshoots issues.

(18) Joint Review Reconciliation for Current and Prior Year transactions

(19) Participates in audits as required, directed by HQS USAREC

(20) Manages applicant travel

4-27. A&PA

a. The A&PA staff supports the recruiting brigade mission objectives through outreach events, marketing materials and public affairs media relations.

b. Functions.

(1) Develops, coordinates, executes, and monitors Army advertising, public, relations, and sales promotion programs within the Recruiting Brigade.

(2) Supervises and provides technical assistance to subordinate units within the Recruiting Brigade.

(3) Implements the Command information program for the Recruiting Brigade with periodic input to HQ USAREC, as required.

(4) Performs public affairs tasks for the Recruiting Brigade.

(5) Prepares annual budget and controls and coordinates the cost of advertising purchases and allocated funds for advertising. Total Army Involvement in Recruiting (TAIR), Center of Influence/delayed Entry Program (COI/DEP), and educator tours.

(6) Monitors all advertising expenditures, TAIR event requests, COI/DEP function requests, and educator tour requests.

(7) Ensure that funds are available for each program and complies with each applicable regulation.

(8) Responds to media inquiries and writes news releases and features for media as well as command publications.

(9) Manages social media strategy and messaging and coordinates social media program to support battalion Virtual Recruiting Teams' (VRTs) prospecting efforts.

Chapter 5

UR 10-1-2 – Battalion Organizations and Functions

5-1. Organization, Functions, and Designation of Responsibilities

The mission of the U.S. Army Recruiting Battalion Headquarters is as follows:

- a. Commands the U.S. Army Recruiting Battalion, consisting of the headquarters and all U.S. Army Recruiting Companies located within assigned geographic boundaries, and exercises authority over all assigned personnel.
- b. Performs managerial, personnel, administrative, operational, training, budget, promotional, logistical, automation, liaison and coordination functions needed to operate the Recruiting Battalion Headquarters and subordinate activities.
- c. Provides mission support for all Recruiting Battalion activities.
- d. Supervises the RA and USAR programs and missions pertaining to recruitment and enlistment of personnel.

Section I: Organization of Recruiting Battalion Headquarters

5-2. Command Group

The command group consists of:

- a. Battalion Commander
- b. Command Sergeant Major
- c. Executive Officer
- d. Education Specialist
- e. Master Trainers

5-3. Battalion staff

The Battalion staff consists of:

- a. S-1 (personnel)
- b. MMA (intelligence)
- c. S-3 (operations)
- d. S-4 (logistics)
- e. A&PA (advertising and public affairs)
- f. S-6 (information management)

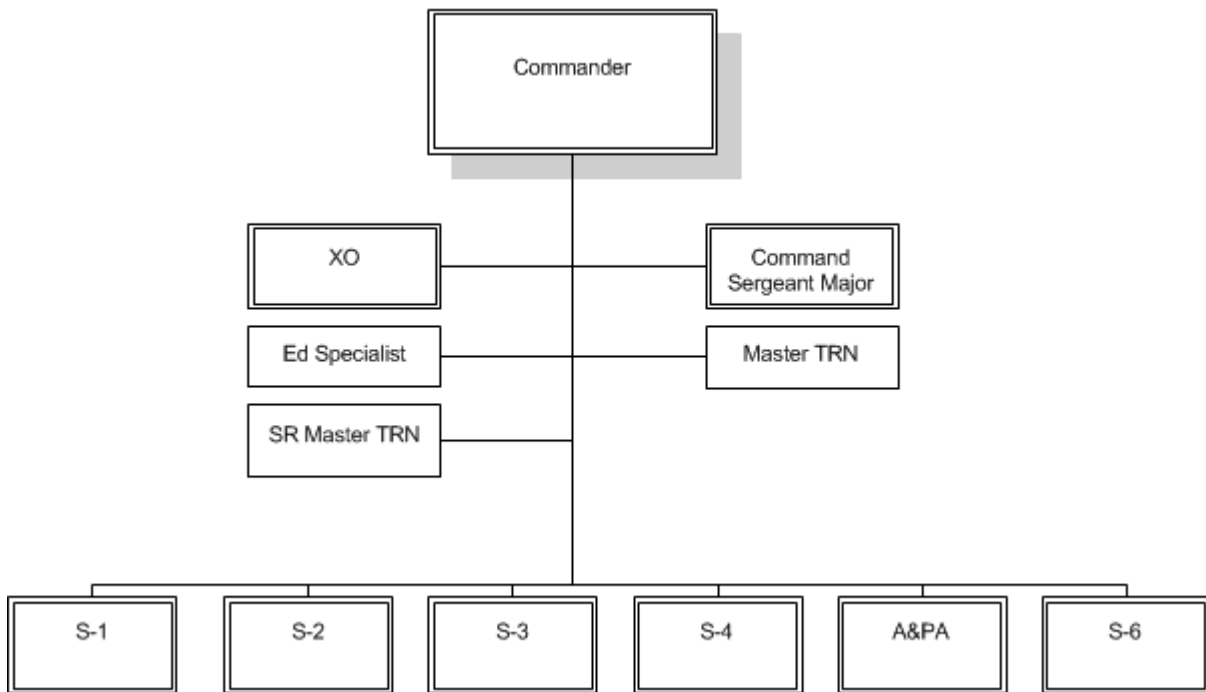


Figure 5-1. Battalion Headquarters Organization Chart

Section II: Headquarters Battalion Command Group

5-4. Battalion Commander

a. Manages battalion-wide recruiting operations. Commands HQ Battalion and subordinate field activities located throughout their Battalion footprint.

b. Functions.

(1) Commands Headquarters, U.S. Army Recruiting Battalion.

(2) Commands Subordinate U.S. Army Recruiting Companies located within the assigned geographic are of each Recruiting Battalion.

(3) Supervises the RA and USAR procurement programs within the Recruiting Battalion as they pertain to recruitment, enlistment, and reenlistment of personnel.

(4) Performs managerial, administrative, operations, liaison, funds control, budgetary, promotional, and logistical functions necessary to operate the Recruiting Battalion Headquarters and support all subordinate battalion activities.

5-5. Command Sergeant Major

a. The Battalion CSM is the senior enlisted advisor to the Battalion Commander on all policy matters and on all matters of individual training pertaining to Battalion enlisted personnel.

b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of the Battalion and as a key member of the Battalion staff. Provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development for battalion enlisted personnel.

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

(3) Mentors battalion operations sergeants major (SGMs) and senior enlisted personnel of subordinate commands.

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

5-6. Executive Officer

a. Supports, interprets, and disseminates policies, plans, and decisions of the Battalion Commander to the staff and battalions. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

b. Functions.

(1) Manages an internal support staff to orchestrate daily actions.

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

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

(4) Responsible for the supervision and synchronization of the entire general staff, to include S1, S2, S3, S4, A&PA, and S6.

(5) Maintains effective internal control of allocated resources and manpower authorizations.

(6) Provides guidance and assistance for the Equal Opportunity Advisor (EOA) Office and Equal Employment Opportunity (EEO) Office.

(7) Maintains internal control and stewardship of resources.

5-7. Education Specialist

a. Provides education support in all areas of recruiting and is a resource used in accomplishing the overall mission.

b. Functions.

(1) Principal advisor to the BN commander on education matters.

(2) Interacts with state educational and healthcare professional associations, colleges, universities, healthcare professional schools and residencies, state, regional and national accrediting agencies and other components of the education community to enhance military recruitment.

(3) Implements USAREC, BDE, and BN educational related programs and policies, and develops total educational liaison programs relating to the recruiting mission boundaries.

(4) Maintains liaison between the recruiting field force and the education community.

(5) Conducts visits and activities to increase recruiter access and visibility.

(6) Coordinates plans and actions to communicate with education decision-makers/influencers at the local, county, regional, parish, and/or state levels.

(7) Develops and distributes a BN school plan to include a college plan that is designed to assist recruiters in penetrating college markets.

(8) Plans, manages and coordinates the BN's educator/COI tour to a military installation.

Section III: Battalion staff

5-8. S-1

a. Performs and conducts HR Planning and Operations along with supervising the execution of all other HR mission essential tasks within the battalions and subordinate units. HR support uses a competency-based and performance-oriented strategy guided by USAREC enduring principles that assure a higher

quality, more diverse and ready Recruiting Force enabled by effective HR systems and agile policies. Manning the Force is a strategy which ensures that the right people are in the right places with the right skills to fully capitalize on their expertise. Properly manning units is vital to assuring the fulfillment of missions as a strategic element of command policies; it enhances predictability; and ensures that leaders have the people necessary to perform assigned tasks.

b. Functions.

(1) Effectively manages the force by performing functions which directly impact a Soldier's career and quality of life.

(2) Performs personnel accountability on a continual basis regardless of location or environment due to the geographically dispersed locations of recruiters assigned to the battalion.

(3) Provides the Battalion Commander with a snapshot of the Required Recruiter Force (RRF) and support personnel in order to determine a percentage of fill within the unit.

(4) Serves as principal advisor to the battalion commander on HR support.

(5) Advises the commander on the health, welfare, and morale of all Soldiers assigned to the unit.

(6) Prepares and provides HR support information to operation orders (OPORDS) and operations plans (OPLANS).

(7) Ensures S-1 operations are fully integrated into unit operations.

(8) Executes company grade officer slating in coordination with the Brigade S-1.

(9) Coordinates field grade officer slating with Brigade S-1.

(10) Executes commander's sensitive actions.

(11) Performs adjutant functions.

(12) Establishes and maintains coordination with external HR and financial management agencies.

(13) Coordinates personnel requirements and assignment of unit personnel with Brigade S1 and USAREC G1 as applicable.

(14) Coordinates with Company Commander and 1SG to establish replacement priorities and unit of assignment guidance.

(15) Plans and coordinates Personnel Asset Inventories (PAIs).

(16) Coordinates with the Command Sergeant Major (CSM), Brigade S-1, and USAREC G-1 on enlisted strength management issues or enlisted HR support actions as needed.

(17) Coordinates with the Executive Officer (XO), Brigade S-1, and USAREC G-1 on officer strength management issues or officer HR support actions as needed.

(18) Supervises the management of RA and AGR enlisted personnel assigned, attached and /or under the operational control of the battalion.

(19) Requisitions officer replacements for the battalion and subordinate units based on projected losses and reassignments with the brigade S1.

(20) Compiles statistical data, analyzes trends on a yearly, quarterly and monthly basis and provides advice and solution to problem areas within the battalion.

(21) Manage Headquarters Support System (HSS) and eMILPO of all assigned or attached military personnel and civilians (DOD and contractors).

(22) Assists with monitoring MEDPROS data.

(23) Processes all military actions.

5-9. Soldier and Family Assistance (SFA)

- a. Implements the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, civilian employees, and Family members of the battalion.
- b. Manages battalion participation in the Army Family Action Plan (AFAP).
- c. Manages and monitors battalion usage of commercial childcare resource subsidies provided through IMCOM Child and Youth School Services GSA contract for reduced child care fee services.
- d. Prepares strategic plans for the battalion Family programs to ensure compliance with Family programs and standards and Army family Covenant actions.
- e. Manages and coordinates Army community service-type requirements and support.
- f. Appointed as the TRICARE Beneficiary Counseling Assistance and Coordinator (BCAC).

5-10. MMA

- a. Responsible for developing situational awareness of the recruiting environment (e.g., social, political, economic factors) that forms a common operating picture of the battalion recruiting market area of operations. Advises the Recruiting Battalion Commander on operations-level market analysis to inform recruiting operations, recruiting resource allocation, recruiting mission allocations, and recruiting market engagement strategies.
- b. Functions.
 - (1) Assesses the battalion area demographics, lifestyles, and psychographic factors, historical recruiting performance, and USAR market factors (vacancies) to evaluate the market's potential in support of the execution of the recruiting mission.
 - (2) Participates in the fusion process in support of the BN's marketing program: provides actionable intelligence for targeting markets and resource allocation; assesses effectiveness of marketing efforts and makes recommendations for improvements to future efforts.
 - (3) Monitors market conditions and assesses current organizational boundaries, recruiting NCO force structure, and recruiting station AO to maximize recruiting operations; analyzes proposed company changes to the recruiting force and coordinates with the BDE MMA Section and the G-2 in the planning and execution of Position Analysis and Evaluation (PAE) according to USAREC Regulation 601-73.
 - (4) Develops recruiting missions for subordinate Company and Recruiting Stations appropriate to their markets and resources. Ensures the BN mission is fully assigned to subordinates and properly documented in recruiting systems.
 - (5) Conducts training to the recruiting station commander/recruiter level to define demographic and psychographic profiles at the ZIP code plus four level – lifestyle segmentation within the battalion, company, and station boundaries.
 - (6) Prepares market reports, graphs, charts, maps and spreadsheets assimilating data at the battalion, company, and station level.

5-11. S-3

- a. The battalion S-3 is responsible for recruiting operations, plans and training at the battalion and subordinate level.
- b. Functions.
 - (1) Interprets, clarifies, and disseminates enlistment policy to subordinate companies.
 - (2) Analyzes and processes enlistment waivers (felony) through appropriate channels.
 - (3) Completes and tabulates statistical production data.
 - (4) Evaluates the Recruiting Standards (RS) Program at the company level based on command regulatory guidance and goals established in the yearly Fiscal Year Action Plan.

(5) Conducts visits to subordinate companies to assist in RS Operations and assures that command RS regulatory guidance is followed.

(6) Assists in developing mission breakout for the Recruiting Companies.

(7) Conducts scheduled and as required, assistance visits to recruiting companies and station.

(8) Provides analysis when evaluating the different recruiting support programs (TAIR, Hometown Recruiter Aide Program, advertising, educations tours).

(9) Monitors and analyzes the USAR priority unit strength report.

(10) Processes requests for exception to policy on active duty, DEP and USAR enlistments.

(11) Monitors and tracks special emphasis enlistment programs, MOS, unit of choice and the Recruiter Incentive awards Program.

(12) Processes waiver for dependents, previous discharge for dependency or hardship, AWOL, lost time, and enlistment grade determination of all USAR enlistees according to AR 601-210 and sends to higher.

5-12. S-4

a. Advises the Recruiting Battalion Commander on all aspects of logistical operations and activities within the Recruiting Battalion. Provides guidance to battalion headquarters staff and subordinate units on property accountability, procurement services, facilities management, and vehicle management. Coordinates and implements logistics policy, and programs from higher headquarters, and develops implementation procedures to support established policies.

b. Functions.

(1) Oversees, coordinates, and executes Property Book operations

(2) Oversees, coordinates, and executes Facility management operations and Brigade Leased Government Housing Program.

(3) Oversees, coordinates, and executes Vehicle operations.

(4) Procurement Management. Screens requirements for submission to their higher headquarters. This screening includes method of purchase (GPC/contract), market research to determine cost, and a decision regarding price reasonableness and submission of requests to HQ USAREC for approval.

(5) Contract Management Oversight. Serves as the Commands COR (contract oversight representative) for designated recruiting support initiatives.

(6) Monitors and develops Battalion Government Leased Housing Program (GLHP).

(7) Ensures (or delegate the responsibility) all initial, annual and exit GLHP inspections are completed on time and input into RFMIS.

5-13. A&PA

a. Develops and implements the recruiting battalion Advertising and Public Affairs Program for RA and USAR, to include implementing and localizing the national programs within the recruiting area.

b. Functions.

(1) Plans local RA and USAR advertising, arranges for broadcast and print advertising purchases, budgets advertising expenditures, reports on the effectiveness of campaigns, and performs local market analysis.

(2) Coordinates, schedules, and conducts sales promotion events: Total Army Involvement in Recruiting (TAIR), Scholar Athlete Program, and Recruiting Support Command displays.

(3) Arranges media coverage of recruiting personnel and provides guidelines to the battalion commander and staff on media appearances.

(4) Prepares news releases for the local media, coordinates the battalion Hometown News Release Program, conducts the command information program and contributes articles and photos to the command's

official website.

(5) Conducts the battalion community relations program, maintains liaison with civic leaders and organizations (and the media) to obtain broad public support and acceptance of the U.S. Army recruiting effort, and manages the battalion's General Officer Sponsorship Program (GOSP).

(6) Coordinates the advertising policy council meetings and monitors the Rapid Electronic Advertising Coupon Transmission (REACT) Program.

(7) Manages social media strategy and messaging and coordinates social media program to support Virtual Recruiting Teams' (VRTs) prospecting efforts.

5-14. S-6.

a. The battalion S-6 provides formal and informal training to battalion and subordinate personnel on hardware and software usage. This includes: installing, maintaining, and troubleshooting problems with computing devices and software; providing technical assistance to battalion headquarters and subordinate organizations; supporting command standard systems to include Enterprise (Cloud-based) solutions supporting the Army Accessions community and coordinating repairs of Government Furnished Equipment (GFE) with higher headquarters and commercial vendors.

b. Functions.

(1) Provides technical assistance to current and potential users to minimize disruptions of computer operations.

(2) Tests and analyzes computer hardware and software malfunctions to resolve problems. Analyzes, evaluates, and resolves malfunctions by adjusting equipment configurations, recommending appropriate acquisitions, and distinguishing between equipment, software, and LAN installation and operation problems.

(3) Assists in solving problems associated with deliveries in support of individual hardware or software orders.

(4) Installs baseline images and above baseline software onto GFE, computing devices and peripherals.

(5) Troubleshoots, and configure USAREC command standard software.

(6) Maintains inventory of battalion IT assets and above baseline software, including monitoring of those inventories in subordinate organizations.

(7) Establishes, and enforces battalion automation security programs, and ensures compliance with higher headquarters policies, and regulations.

(8) Prepares standard operating procedures for all battalion system users.

(9) Briefs all battalion personnel on automation security.

(10) Reports all security violations to brigade Information System Security Manager, and USAREC Information System Security Program Manager.

(11) Conducts research and analysis to justify the selection and acquisition of IT assets and above baseline software.

(12) Prepares IT service requests and submits to the Brigade S6.

(13) Evaluates performance of IT assets and software after procurement.

(14) Provides technical assistance on battalion headquarters, and subordinate organization level telecommunications systems. Installs, maintains, and troubleshoots local area network (LAN) client hardware, and associated software.

(15) Coordinates installation, malfunctions, and upgrades with brigade and USAREC personnel.

Chapter 6

UR 10-1-3

Responsibilities and Functions of Marketing and Engagement Brigade and Subordinates

6-1. Marketing and Engagement Brigade

a. The Marketing and Engagement Brigade (MEB) influences the American People to join the Army by enhancing recruiting and marketing operations through direct engagements and demonstrating elite Army skills and exhibits, IOT achieve the Army's accessions mission. On order, provide unique support to the operational and generating force. The MEB consists of the Mission Support Battalion (MSB), the Army Parachute Team (APT), and the Army Marksmanship Unit (AMU) and coordinates and monitors all Mobile Exhibits, National Conventions, Parachute Demonstrations Tandem Jumps, Branding Support Program, Marketing Distribution Center, and selects, equips, and trains Soldiers to compete and win in inter-service, national, international, and Olympic marksmanship competitions along with train marksmanship and free fall skills to the operational force. The MEB promotes the Army, increases Army awareness, improves Army public relations, and helps to improve the prestige of the Army.

b. Functions.

(1) Provides the capability to build teams, communicate a clear commander's intent & shared understanding, use mission orders, and accepts prudent risk.

(2) Provide the institutional & foundational support to enable mission accomplishment.

(3) Provide interactive mobile exhibits to engage the target market based on the recruiters precision targeting.

(4) Engages the target market based on the recruiters precision targeting (Educators, Medical, Gen Market, Diversity targets).

(5) Provides engagement opportunities through ESports, Fitness and music activities to garner leads, positive Army impressions, and demonstrate elite Soldier capabilities.

(6) Performs national, regional, and local support with demonstrations (a DOD designated function).

(7) Provides unique and elite opportunities for Community Partners and Centers of Influence to experience a 13K Foot free fall (tandem jump) experience that can create millions of positive Army impressions.

(8) Supports Army recruiting & accessions through showcasing the best of Army Soldier skills in competitions and demo's.

(9) Provide Publicity & Recruiting Items to the Accessions Enterprise (>6K Customers) with 130K boxes of engagement tools shipped to recruiters, ROTC PMS, OCAR, and ARNG to engage the target market.

Section I Organization of MEB Headquarters

6-2. Command group

The command group consists of:

- a. Brigade Commander
- b. Command Sergeant Major
- c. Chief of Staff

6-3. Brigade staff

The brigade staff consists of:

- a. S-1 (personnel)
- b. S-3 (operations)

- c. S-4 (logistics)
- d. S-6 (information management)
- e. S-8 (resource management and civilian HR)

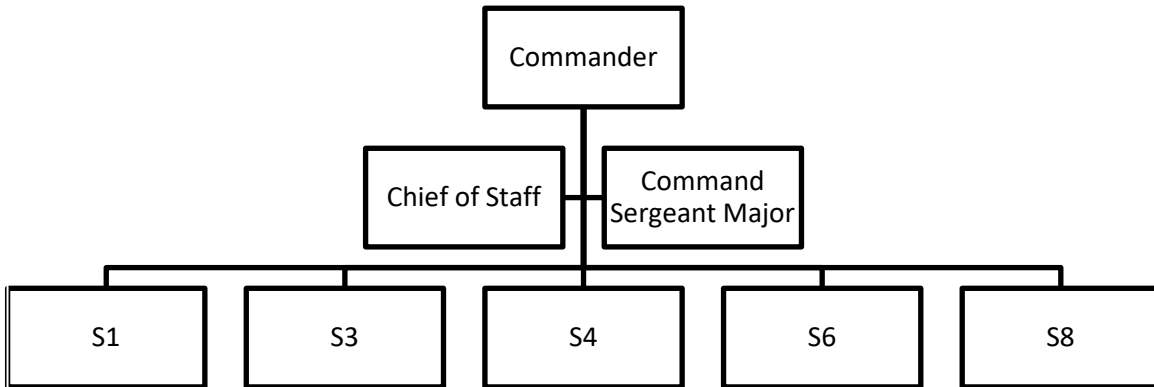


Figure 6-1. MEB Headquarters Organization Chart

Section II: Marketing and Engagement Brigade Command Group

6-4. Brigade Commander

a. Manages world-wide engagement and marketing operations. Commands Mission Engagement Brigade and subordinate field activities located throughout their brigade footprint.

b. Functions.

(1) Commands Headquarters, Mission Engagement Brigade.

(2) Commands Subordinate U.S. Army Marketing and Engagement Brigade units located throughout their brigade footprint.

(3) Supervises the Mission Support Battalion, Parachute Team, Marksmanship Unit and their outreach programs.

(4) Performs managerial, administrative, operations, liaison, funds control, budgetary, promotional, and logistical functions necessary to operate the Marketing and Engagement Brigade Headquarters and support all subordinate Brigade activities.

6-5. Command Sergeant Major

a. The Brigade CSM is the senior enlisted advisor to the Brigade Commander on all policy matters and on all matters of individual training pertaining to Brigade enlisted personnel.

b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of the Brigade and as a key member of the Brigade staff. Provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development for Brigade enlisted personnel.

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

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

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

6-6. Chief of Staff

a. Supports, interprets, and disseminates policies, plans, and decisions of the Brigade Commander to the staff and battalions. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

b. Functions.

(1) Manages an internal support staff to orchestrate daily actions.

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

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

(4) Responsible for the supervision and synchronization of the entire staff.

(5) Maintains effective internal control of allocated resources and manpower authorizations.

(6) Provides guidance and assistance for the Equal Opportunity Advisor (EOA) Office and Equal Employment Opportunity (EEO) Office.

(7) Plans long-term items that pertain to aircraft procurement, military construction, Generating Force – Total Army Analysis requests, and Program Objective Memorandum submissions.

(8) Maintains internal control and stewardship of resources.

Section II: Brigade staff

6-7. S-1

a. The function of the brigade S1 section is to plan, provide, and coordinate the delivery of HR support, services, or information to all assigned and attached personnel within the brigade and subordinate battalions and companies. Performs and conducts HR Planning and Operations along with supervising the execution of all other HR mission essential tasks within the brigades and battalions. HR support uses a competency-based and performance-oriented strategy guided by USAREC enduring principles that assure a higher quality, more diverse and ready Recruiting Force enabled by effective HR systems and agile policies. Manning the Force is a strategy which ensures that the right people are in the right places with the right skills to fully capitalize on their expertise. Properly manning units is vital to assuring the fulfillment of missions as a strategic element of command policies; it enhances predictability; and ensures that leaders have the people necessary to perform assigned tasks.

b. Functions.

(1) Supervises and coordinates policies governing the development and maintenance of an effective military workforce within USAREC (CMF 79R) and HRC for all other personnel requirements.

(2) Effectively manages the force by performing functions which directly impact a Soldier's career and quality of life.

(3) Performs personnel accountability on a continual basis regardless of location or environment due to the geographically dispersed locations of recruiters assigned to the brigade.

(4) Provides the Brigade Commander with a snapshot of the Required Recruiter Force (RRF) and support personnel in order to determine a percentage of fill within the unit.

(5) Serves as principal advisor to the commander on HR support.

(6) Provides technical guidance/ oversight to subordinate battalions.

(7) Serves as the senior HR manager for the brigade.

(8) Plans, coordinates, and executes HR support for current and future operations.

(9) Ensures all HR core competencies and subordinate key functions are completed IAW established timelines, policies, and procedures.

(10) Advises the brigade commander on the health, welfare, and morale of all Soldiers assigned to the unit.

(11) Prepares and provides HR support information to operation orders (OPORDS) and operations plans (OPLANS).

(12) Ensures S-1 operations are fully integrated into unit operations.

(13) Plans and coordinates external HR support requirements (for example, USAREC, MPD, HRC).

(14) Ensures all S-1 casualty-related actions are properly executed (that is, timely and accurate casualty reporting; completion of letters of sympathy and condolence; prompt appointments of line of duty (LOD) investigating officers, Army Regulation (AR) 15-6, safety accident investigations, as appropriate, and summary court martial officers (SCMOs); and case reviews for all eligible posthumous awards, appointments, and promotions).

(15) Executes company grade officer slating in coordination with the HQ USAREC G-1. Along with building requisitions in AIM 2.0 for these positions.

(16) Coordinates field grade officer slating with HQ USAREC G-1. Along with building requisitions in AIM 2.0 for these positions.

(17) Executes brigade commander's sensitive actions.

(18) Performs adjutant functions.

(19) Supervises the timely execution of personnel data reconciliation.

(20) Establishes and maintains coordination with external HR and financial management agencies.

(21) Coordinates personnel requirements and assignment of unit personnel with HQ USAREC G-1.

(22) Coordinates with subordinate S-1 sections to establish replacement priorities and unit of assignment guidance.

(23) Processes Officer and NCO Evaluation reports along with managing the Brigade Commanders senior rater profile. Validates monthly rating schemes.

(24) Plans and coordinates Personnel Asset Inventories (PAIs).

(25) Manages the training and daily execution of HR core competencies and subordinate key functions, systems, and equipment.

(26) Conducts professional development and cross training for S-1 personnel.

(27) Coordinates with the Command Sergeant Major (CSM) and HQ USAREC G-1 on enlisted strength management issues or enlisted HR support actions as needed. Ensuring enlisted requisitions are built for the USAREC enlisted MER.

(28) Coordinates with the BDE Chief of Staff and USAREC G-1 on officer strength management issues or officer HR support actions as needed.

(29) Processes officer relief actions.

(30) Supervises the management of RA and AGR enlisted personnel assigned, attached and /or under the operational control of the command.

(31) Processes reclassification actions (both RA and AGR).

(32) Processes relief actions to include POSTA actions for ineffective, unqualified or unsuitable RA and AGR Soldiers.

(33) Coordinates the requisitions of officer replacements for the brigade and subordinate units based on projected losses and reassignments with HQ USAREC G1.

(34) Processes AGR monthly promotions.

(35) Provides assistance to the battalions on HSS-PER and other automated systems.

(36) Processes all recommendations for awards and decorations for military and civilians requiring approval by Brigade Commander and CG USAREC, CG TRADOC and HQDA.

(37) Compiles statistical data, analyzes trends on a yearly, quarterly and monthly basis and provides advice and solution to problem areas within the brigade.

(38) Manage Headquarters Support System (HSS) and eMILPO of all assigned or attached military personnel and civilians (DOD and contractors).

(39) Assists with monitoring MEDPROS and non-deployable data for the Brigade.

(40) Processes taskings and developing OPORDS for publication.

(41) Initiates requests for civilian personnel actions such as hiring, reassignments and promotions.

(42) Processes individual Soldier personnel actions, leave, and finance transactions.

(43) Produces orders and maintains an orders log.

(44) Ensures all brigade HR personnel are trained on current HR systems (EDAS, TOPMIS, eMILPO etc.).

(45) Assist with monitoring human resources metrics (for example SOES, DD93, PRR)

(46) Provides Brigade Command team daily status strength reports (PERSTAT)

(47) In and out process Soldiers and Civilians arriving or departing to the unit.

(48) Prepares, consolidates, and briefs brigade and USAREC command and staff.

(49) Monitors and informs Soldiers retiring or ETSing of the Army's Transition Assistance Program (TAP) and the services offered.

(50) Performs additional duties as the Unit Prevention Leader (UPL), Voting Assistance Program manager, Brigade Safety officer, Brigade sponsorship coordinator, and Army Disaster Personnel Accountability and Assessment System (ADPAAS).

6-8. Brigade Sexual Assault Response Coordinator (SARC)

a. The Brigade Sexual Assault Response Coordinator (SARC) serves as the Brigade advisor to the commander for all matters relating to the implementation of the SHARP Program. The SARC is responsible for the oversight and coordination of the SHARP Program throughout the area of responsibility (AOR) and updates the Brigade CDR and subordinate commanders on changes to guidance, policy, and procedures, when received from the USAREC SHARP Program Manager.

b. Functions.

(1) Communicate effectively at the Direct Leadership level.

(2) Manage Brigade SHARP Program.

(3) Manage cases of sexual assault and harassment.

(4) Facilitate SHARP training.

6-9. Brigade SHARP Victim Advocate

a. Provides guidance on program policies and objectives. Incumbent is expected to work independently within established program guidelines and keeps the SARC/SHARP supervisor informed of program status and unusual or controversial situations.

b. Functions.

(1) Manages and Coordinates support requirements for Sexual Assault Victims.

(2) Coordinates with Battalion SHARP VAs to ensure all victim advocate responsibilities are met.

(3) Assist the SARC with training as needed.

6-10. S-3

a. The brigade S-3 is responsible for operations, plans and training at the brigade and subordinate level.

b. Functions.

(1) Interprets, clarifies, and disseminates higher orders and instructions to subordinate battalions.

(2) Plans and builds orders for

(3) Completes and tabulates statistical production data.

(4) Conducts visits to subordinate battalions

(5) Conducts scheduled and as required, assistance visits to battalions.

(6) Provides support to P2C and CBSA location(s) recruiting efforts.

(7) Directs generation of virtual content to support all NPS Brigade recruiting efforts.

(8) Participates in monthly USAREC Fusion Board.

(9) Processes, generates and distributes Operations Orders

(10) Provide branding support to NPS brigades. Processes all branding support requests from NPS brigades.

(11) Participate in ICI/ACI process.

(12) Participates in the quarterly mission assignment process.

6-11. S-4

a. Advises the Recruiting Brigade Commander on all aspects of logistical operations and activities within the Recruiting Brigade. Provides guidance to brigade headquarters staff and subordinate units on property accountability, procurement services, facilities management, and vehicle management. Coordinates and implements logistics policy, and programs from higher headquarters, and develops implementation procedures to support established policies.

b. Functions.

(1) Oversees, coordinates, and executes Property Book operations

(2) Oversees, coordinates, and executes Facility management operations and Brigade Leased Government Housing Program.

(3) Oversees, coordinates, and executes Vehicle operations.

(4) Procurement Management. Screens requirements for submission to their higher headquarters. This screening includes method of purchase (GPC/contract), market research to determine cost, and a decision regarding price reasonableness and submission of requests to HQ USAREC for approval.

(5) Contract Management Oversight. Serves as the Commands COR (contract oversight representative) for designated recruiting support initiatives.

(6) Force Management (equipment). Reviews justifications and submits TDA equipment changes to TRADOC for approval. Attends Equipment Requirement Verification Boards (EVRB's) as required to justify/support TDA changes.

6-12. S-6.

a. The brigade S-6 provides formal and informal training to brigade and subordinate personnel on hardware, and software usage. This includes: installing, maintaining, and troubleshooting problems computing devices and software; providing technical assistance to brigade headquarters and subordinate organizations; supporting command standard systems to include Enterprise (Cloud-based) solutions supporting the Army Accessions community, and coordinating repairs of GFE with higher headquarters and

commercial vendors.

b. Functions.

(1) Provides technical assistance to current and potential users to minimize disruptions of computer operations.

(2) Tests and analyzes computer hardware and software malfunctions to resolve problems. Analyzes, evaluates, and resolves malfunctions by adjusting equipment configurations, recommending appropriate acquisitions, and distinguishing between equipment, software, and LAN installation and operation problems.

(3) Assists in solving problems associated with deliveries in support of individual hardware or software orders.

(4) Installs baseline images and above baseline software onto GFE, computing devices, and peripherals.

(5) Troubleshoots, and configures USAREC command standard software.

(6) Maintains inventory of battalion IT assets and above baseline software, including monitoring of those inventories in subordinate organizations.

(7) Establishes, and enforces brigade automation security programs, and ensures compliance with higher headquarters policies, and regulations.

(8) Prepares standard operating procedures for all brigade system users.

(9) Briefs all brigade personnel on automation security.

(10) Reports all security violations to USAREC Information System Security Program Manager.

(11) Conducts research and analysis to justify the selection and acquisition of IT assets and above-baseline software.

(12) Prepares IT service requests and submits to higher headquarters; also monitors all IT service requests for the brigade and subordinate organizations.

(13) Evaluates performance of IT assets and software after procurement.

(14) Provides technical assistance to the brigade headquarters and subordinate organization level telecommunications systems. Installs, maintains, and troubleshoots local area network (LAN) client hardware, and associated software.

(15) Coordinates installation, malfunctions, and upgrades of IT assets and above-baseline software with subordinate organizations, and USAREC G6 personnel.

6-13. S-8

a. The S-8 consists of the HQ Resource Management office and a Resource Management Office at US Army Marksmanship Unit and the US Army Parachute Team providing oversight and management for the Brigade's Resources, Defense Travel System (DTS), Government Travel Charge Card (GTCC), Civilian Personnel and Management/Force Management Programs. Keeps the Commander informed on all Budget, Travel, Manpower/Force Management, Civilian Personnel and Resource Issues.

b. Functions.

(1) Principal Advisor to the Commander for Brigade resources and management issues.

(2) Oversight of the Entire MEB Resource Management/Manpower/Force Management and Civilian Personnel Programs.

(3) Manages a budget of over \$25M yearly.

(4) Responsible for MEB's Army Audit program.

(5) Administers all aspects of the Brigade's Budget: Planning, Preparation, Formulation, Justification and Execution of prior, current and budget year.

(6) Manages the Program Objective Memorandum (POM) build/process for MEB. Develops, provides information, advice, analysis, and recommendations for funding/requirements for multiyear, long range fiscal

planning.

(7) Monthly or on demand provides the Status of the Brigade's Funding/GFEBS Data.

(8) Administers Inspections/Compliance for all aspects of each Managed Program.

(9) Manages all aspects USAMEB's Table and Distribution and Allowances (TDA)

(10) Administers the application and utilization of manpower/force management programs for MEB to include organizational structure, requirement determination, authorizations, and manpower management.

(11) Serves as the principal advisor to the Brigade/Battalion Commanders for all matters pertaining to Civilian Human Resources and evaluation system.

(12) Troubleshoots civilian personnel issues such as benefits to include coordination with USAREC G1; processes special requests including civilian awards and adverse personnel actions; monitors payroll to ensure the right cost center is being used for payroll and awards.

(13) Serves as the expert for the Civilian Awards Program for Brigade

(14) Manages and oversees the DOD Performance Management & Appraisal Program (DPMAP) for MEB.

(15) Manages and oversees all aspects of Defense Travel System (DTS) for MEB providing training and advice to Brigade and Battalion personnel.

(16) Manages and oversees all aspects of the CITI Government Travel Charge Card (GTCC) program for MEB.

(17) Manages and oversees all aspects of the Brigade's Management Internal Control Program to include providing monthly and annually requirements to higher headquarters for compliance.

(18) Oversees Equal Employment Opportunities and Affirmative Action Programs.

(19) Manages Third Party Payment System for Shipping/Transportation for MEB.

Section III: Subordinate Units

6-14. U.S. Army Accessions Mission Support Battalion (USAAMSB)

a. Organization, Functions, and Designation of Responsibilities

b. The mission of the USAAMSB Headquarters is as follows:

(1) Commands the U.S. Army Accessions Mission Support Battalion, consisting of the headquarters, Mobile Exhibit Company (MEC), National Conventions Division (NCD), Recruiting Outreach Company (ROC), and the Quality Assurance Division and exercises authority over all assigned personnel.

(2) Performs managerial, personnel, administrative, operational, training, budget, promotional, logistical, automation, liaison and coordination functions needed to operate the Battalion Headquarters and subordinate activities.

(3) Provides mission support for all Battalion activities.

(4) Leads the development of leads generating outreach activities in both the physical and virtual spaces.

Section I: Organization of MSB Headquarters

6-15. Command group

The command group consists of:

a. Battalion Commander

b. Command Sergeant Major

c. Executive Officer

6-16. Battalion staff

The Battalion staff consists of:

- a. S-1 (personnel)
- b. S-3 (operations)
- c. S-4 (logistics)
- d. S-6 (information management)
- e. PAO (public affairs)
- f. Admin Assistant
- g. Quality Assurance Division

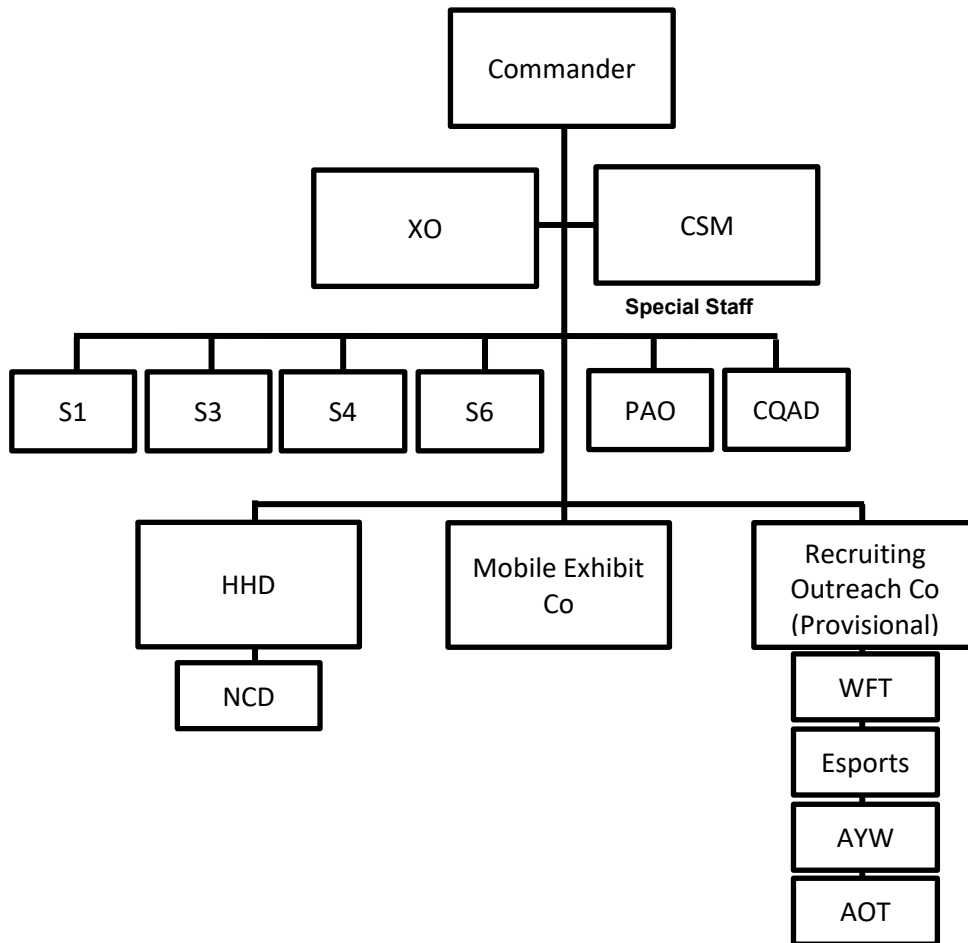


Figure 6-2. MEB Organization Chart.

Section II: Headquarters Battalion Command Group

6-17. Battalion Commander

a. Manages battalion-wide recruiting support operations. Commands HQ Battalion and subordinate field activities located throughout the United States.

b. Functions.

(1) Commands Headquarters, U.S. Army Accessions Mission Support Battalion.

(2) Commands Subordinate U.S. Army Companies: Mobile Exhibit Company, National Conventions Division, Recruiting Outreach Company, and the Quality Assurance Division.

(3) Directs managerial, administrative, operations, liaison, funds control, budgetary, promotional, and logistical functions necessary to operate the Battalion Headquarters, and support all subordinate battalion activities.

6-18. Command Sergeant Major

a. The Battalion CSM is the senior enlisted advisor to the Battalion Commander on all policy matters and on all matters of individual training pertaining to Battalion enlisted personnel.

b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of the Battalion and as a key member of the Battalion staff. Provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development for battalion enlisted personnel.

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

(3) Mentors Company 1st Sergeants and senior enlisted personnel of subordinate commands.

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

6-19. Executive Officer

a. Supports, interprets, and disseminates policies, plans, and decisions of the Battalion Commander to the staff and battalions. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

b. Functions.

(1) Manages an internal support staff to orchestrate daily actions.

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

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

(4) Responsible for the supervision and synchronization of the entire general staff, to include S1, S2, S3, S4, PAO, S6, and Quality Assurance.

(5) Maintains effective internal control of allocated resources and manpower authorizations.

(6) Provides guidance and assistance for the Equal Opportunity Advisor (EOA) Office and Equal Employment Opportunity (EEO) Office.

(7) Maintains internal control and stewardship of resources.

Section III: Battalion staff

6-20. S-1

a. Performs and conducts HR Planning and Operations along with supervising the execution of all other HR mission essential tasks within the battalions and subordinate units. HR support uses a competency-based and performance-oriented strategy guided by USAREC enduring principles that assure a higher quality, more diverse and ready Recruiting Force enabled by effective HR systems and agile policies. Manning the Force is a strategy which ensures that the right people are in the right places with the right skills to fully capitalize on their expertise. Properly manning units is vital to assuring the fulfillment of missions as a strategic element of command policies; it enhances predictability; and ensures that leaders have the people necessary to perform assigned tasks.

b. Functions.

(1) Effectively supports the force by performing functions which directly impact a Soldier's career and quality of life.

(2) Performs personnel accountability on a continual basis regardless of location or environment due to the geographically dispersed locations of exhibitors assigned to the battalion.

(3) Provides the Battalion Commander with a snapshot of the Required Recruiter Force (RRF) and support personnel in order to determine a percentage of fill within the unit.

(4) Serves as principal advisor to the battalion commander on HR support.

(5) Advises the commander on the health, welfare, and morale of all Soldiers assigned to the unit.

(6) Prepares and provides HR support information to operation orders (OPORDS) and operations plans (OPLANS).

(7) Ensures S-1 operations are fully integrated into unit operations.

(8) Executes company grade officer slating in coordination with the Brigade S-1.

(9) Coordinates field grade officer slating with Brigade S-1.

(10) Executes commander's sensitive actions.

(11) Performs adjutant functions.

(12) Establishes and maintains coordination with external HR and financial management agencies.

(13) Coordinates personnel requirements and assignment of unit personnel with Brigade S1 and USAREC G1 as applicable.

(14) Coordinates with Company Commander and 1SG to establish replacement priorities and unit of assignment guidance.

(15) Plans and coordinates Personnel Asset Inventories (PAIs).

(16) Coordinates with the Command Sergeant Major (CSM), Brigade S-1, and USAREC G-1 on enlisted strength management issues or enlisted HR support actions as needed.

(17) Coordinates with the Executive Officer (XO), Brigade S-1, and USAREC G-1 on officer strength management issues or officer HR support actions as needed.

(18) Supervises the management of RA and AGR enlisted personnel assigned, attached and /or under the operational control of the battalion.

(19) Requisitions officer replacements for the battalion and subordinate units based on projected losses and reassignments with the brigade S1.

(20) Compiles statistical data, analyzes trends on a yearly, quarterly and monthly basis and provides advice and solution to problem areas within the battalion.

(21) Manage Headquarters Support System (HSS) and eMILPO of all assigned or attached military personnel and civilians (DOD and contractors).

(22) Assists with monitoring MEDPROS data.

(23) Processes all military actions.

6-21. PAO

a. Advises the Recruiting Battalion Commander on operations-level market research, data collections, and information synthesis as it pertains to recruiting market, mission analysis, and mission assignment.

b. Functions.

(1) Analyzes and recommends the distribution and allocation of battalion resources to achieve assigned recruiting missions.

(2) Conducts intelligence preparation of the market for the battalion commander on a continual basis for periodic and special requirements.

(3) Provides recommendations to affect market penetration support and prioritize production and promotional efforts for tactical-level execution.

(4) Synthesizes market and mission analysis gleaned from USAREC, BDE, and BN HQs guidance and analysis for implications at battalion and company level.

(5) Supervisors' social media and digital outreach activities.

(6) Provides training to battalion staff, company commanders and station commanders in social media outreach and digital marketing.

6-22. S-3

a. The battalion S-3 is responsible for USAREC support operations, plans, and training at the battalion and subordinate level.

b. Functions.

(1) Serves as the principal staff advisor to the BN Commander on all matters concerning current and future operations.

(2) Assists the Commander with mission command of subordinate elements, responsible for advising, planning, coordinating, and supervising all Command operations.

(3) Assist with developing BN operational policy and guidance.

(4) Provide S3 input on all staffing requirements as needed in support of operations.

(5) Process and ensures timely staffing for all documentation requiring higher HQ approval.

(6) Provide oversight to Commercial Driver's License and Unit Prevention Leader programs.

(7) Oversees Recruiting Awards Program for USAREC.

6-23. S-4

a. Advises the Recruiting Battalion Commander on all aspects of logistical operations and activities within the Battalion. Provides guidance to battalion headquarters staff and subordinate units on property accountability, procurement services, facilities management, and vehicle management. Coordinates and implements logistics policy, and programs from higher headquarters, and develops implementation procedures to support established policies.

b. Functions.

(1) Oversees, coordinates, and executes Property Book operations

(2) Oversees, coordinates, and executes Facility management operations

(3) Oversees, coordinates, and executes Vehicle operations.

(4) Procurement Management. Screens requirements for submission to their higher headquarters. This screening includes method of purchase (GPC/contract), market research to determine cost, and a decision regarding price reasonableness and submission of requests to HQ USAREC for approval.

(5) Contract Management Oversight. Serves as the Commands COR (contract oversight representative) for designated recruiting support initiatives.

6-24. S-6.

a. The battalion S-6 provides formal and informal training to brigade and subordinate personnel on hardware, and software usage. This includes: installing, maintaining, and troubleshooting problems with computing devices and software; providing technical assistance to battalion headquarters and subordinate organizations; supporting command standard systems to include Enterprise (Cloud-based) solutions supporting the Army Accessions community, and coordinating repairs of GFE with higher headquarters and

commercial vendors.

b. The S-6 staff performs the following functions.

(1) Provides technical assistance to current and potential users to minimize disruptions of computer operations.

(2) Tests and analyzes computer hardware and software malfunctions to resolve problems. Analyzes, evaluates, and resolves malfunctions by adjusting equipment configurations, recommending appropriate acquisitions, and distinguishing between equipment, software, and LAN installation and operation problems.

(3) Assists in solving problems associated with deliveries in support of individual hardware or software orders.

(4) Installs baseline images and above baseline software onto GFE and computing devices, and peripherals.

(5) Troubleshoots, and configure USAREC command standard software.

(6) Maintains inventory of battalion IT assets and above baseline software, including monitoring those inventories in subordinate organizations.

(7) Establishes, and enforces battalion automation security programs, and ensures compliance with higher headquarters policies, and regulations.

(8) Prepares standard operating procedures for all battalion system users.

(9) Briefs all battalion personnel on automation security.

(10) Reports all security violations to brigade Information System Security Manager, and USAREC Information System Security Program Manager.

(11) Conducts research and analysis to justify the selection and acquisition of IT assets and above-baseline software.

(12) Evaluates performance of IT assets and software after procurement.

(13) Provides technical assistance on battalion headquarters, and subordinate organization level telecommunications systems. Installs, maintains, and troubleshoots local area network (LAN) client hardware, and associated software.

(14) Coordinates installation, malfunctions, and upgrades with brigade and USAREC personnel.

6-25. Contract Quality Assurance Division (CQAD)

a. The Contract Quality Assurance Division provides Government Contract Oversight and administers a firm fixed price visual information contract in the special purpose facility. Create and produce visual information projects to assist the Army with market penetration/outreach by promoting Army awareness, Army's Enterprise brand, and national marketing efforts.

b. The Contract Division performs the following functions:

(1) Ensure all contract requirements are met

(2) Ensure quality products and services are produced

(3) Monitor contractor work and progress

(4) Evaluate work orders

(5) Inspect final products

(6) Control - Monitor contract budget

6-26. Mobile Exhibit Company

a. The Mobile Exhibit Company conducts professional and fixed exhibits / events to connect America's people with America's Army, enhance public awareness and provide quality leads to the U.S. Army recruitment effort.

b. The Mobile Exhibit Company performs the following functions:

(1) Commercial Truck Driving Certification (CDLCC): It is a prerequisite for all MEC Soldiers to attend and successfully complete CDLCC. The course is comprised of a five-week Truck Driving School, located at Fort Knox. CDLCC consists of classroom instruction, on-site drivers' training, and PMCS training, culminated by the final exam and the truck driving test – conducted and supervised by the Battalion Master Driver and a KY DOT Officer. Upon completion MEC Soldiers receive their Class A KY CDL.

(2) Lead Generation: MEC Exhibits influence, assist with the generation and activation of leads in support of USAREC and USACC accessions missions.

(3) Exhibitor Presentations: MEC Soldiers provide our customers the best event experience possible by connecting America's People to America's Army and providing public awareness up to 300 days a year. Exhibitors stimulate events with their public speaking skills, exhibit presentation, demonstrations to crowds, and individual verbal interactions. The Variety of assets available within the Mobile Exhibit Company provide a wide range of capabilities, which make each interaction unique.

(4) MEC Exhibits: The Mobile Exhibit Company has a fleet which consists of Semi-tractors and trailers and light mobile assets which consist of gooseneck and small trailers. Several Semi-tractor exhibits are built through memorandums of agreement (MOAs). These consist of PEO Soldier, Special Operations Forces, Aviation, and Medical. Other assets include: science, technology, engineering, and math (STEM); drunk and distracted driver (DDT); all terrain fighting vehicle (ATFV); forward resuscitative surgical team (FRST) operating room exhibit; and others that include virtual reality, gaming; range simulation, and aviation flight simulators.

(5) The Mobile Exhibit Company prides themselves on remaining relevant in a rapidly changing environment. Innovations within the Mobile Exhibit Company are gathered from recruiters on the ground, Mobile Exhibit Company exhibitors, and a variety of other sources.

(6) Lead Capturing: MEC Soldiers provide tablets with EMM access at events. These tablets capture all lead data from personnel that enter the exhibits. EMM filters the data and distributes the lead information into recruiter zone.

6-27. Recruiting Outreach Company (Provisional)

a. Organizations, Functions and Designation of Responsibilities

The mission of the Recruiting Outreach Company is as follows:

b. The Recruiting Outreach Company raises awareness of the benefits and opportunities of serving in the US Army by interfacing with the music, the E-sports, outdoor and the fitness communities through high-level musicians and composers, E-sports competitors, anglers, hunters, functional fitness athletes, and strongman/woman and powerlifting athletes. The team is comprised of Army Soldiers who represent a diverse background of Army careers, ranks and experiences and have a record of being successful and relevant within their communities. To accomplish this, it must:

(Note: If using an a., please include Para. b.)

(1) Enable Recruiting Operations (Lead Generation)

(2) Compete and Win

(3) Support Army Marketing and Awareness

(4) Conduct Mission Command

Section I: Organization of Recruiting Outreach Company

6-28. The ROC consists of:

- a. Company Commander
- b. Company First Sergeant
- c. US Army Warrior Fitness Team (WFT)
- d. US Army eSports Team (USAE)
- e. US Army Music Outreach Team (AMO)
- f. US Army Outdoor Team (ODT)

Section II. Company Staff

6-29. Company Commander

a. Manages company-wide recruiting operations. Commands HQ Company and subordinate field activities located throughout their Company footprint.

b. Functions.

(1) Commands Headquarters, U.S. Army Recruiting Outreach Company.

(2) Commands Subordinate U.S. Army Recruiting Outreach Company Teams located within the assigned geographic area of Company.

(3) Supervises the RA and USAR procurement programs within the Recruiting Company as they pertain to recruitment, enlistment, and reenlistment of personnel.

(4) Performs managerial, administrative, operations, liaison, funds control, budgetary, promotional, and logistical functions necessary to operate the Recruiting Company Headquarters and support all subordinate team activities.

6-30. Company First Sergeant

a. The Company 1SG is the senior enlisted advisor to the Company Commander on all policy matters and on all matters of individual training pertaining to Company enlisted personnel.

b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of the Company. Provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development for company enlisted personnel.

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

(3) Mentors senior enlisted personnel of subordinate teams.

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

6-31. US Army Warrior Fitness Team (WFT)

a. The US Army Warrior Fitness Team raises awareness of the benefits and opportunities of serving in the US Army by interfacing with the fitness and youth communities through their role as high level functional fitness, strongman/woman, and powerlifting athletes. The team is comprised of Army Soldier athletes who represent a diverse background of Army careers and experience and have a track record of being successful and relevant within their sport.

b. The Warrior Fitness Team performs the following functions:

- (1) Lead generation
- (2) Outreach support
- (3) Virtual engagements
- (4) Marketing support

6-32. US Army eSports Team (USAE)

a. The US Army eSports Team raises awareness of the benefits and opportunities of serving in the US Army by interfacing with the gaming and youth communities through their role as high level eSports players and streamers. The team is comprised of Army Soldiers who represent a diverse background of Army careers and experience and have a track record of being successful and relevant within their community.

b. The eSports Team performs the following functions:

- (1) Lead generation
- (2) Outreach support
- (3) Virtual engagements
- (4) Marketing support

6-33. US Army Music Outreach Team (AMO)

a. The US Army Musical Outreach Team raises awareness of the benefits and opportunities of serving in the US Army by interfacing with the music and youth communities through their role as high level composers and musicians. The team is comprised of Army Soldier musicians who represent a diverse background of Army careers and experience and have a track record of being successful and relevant within their community.

b. The Music Outreach Team performs the following functions:

- (1) Lead generation
- (2) Outreach support
- (3) Virtual engagements
- (4) Marketing support

6-34. US Army Outdoor Team (AOT)

a. The US Army Outdoor Team raises awareness of the benefits and opportunities of serving in the US Army by interfacing with the hunting, fishing, outdoor, and youth communities through their role as high level hunters and anglers. The team is comprised of Army Soldier athletes who represent a diverse background of Army careers and experience and have a track record of being successful and relevant within their community.

b. The Outdoor Team performs the following functions:

- (1) Lead generation
- (2) Outreach support
- (3) Virtual engagements
- (4) Marketing support

6-35. National Conventions Division

a. The National Conventions Division provides support for the total Army recruiting effort by assisting AMRG, USAREC, and USACC, in promoting Army programs among target audiences; and improve access to target markets through influencers/prospect recognition, understanding, and support of Army programs and recruiting efforts.

b. The Conventions Division performs the following functions:

(1) Facilitate an effective two-way channel of communication between AMRG, USAREC, and USACC representatives and their target audiences, capitalizing on opportunities for improving relationships and for profitable communication exchange that favorably influences opinions, attitudes, and beliefs toward Army personnel procurement efforts and programs.

(2) Provide informational and promotional materials to reiterate and reinforce the Army messages, to introduce new programs, and provide target audiences the opportunity to ask questions and seek additional information, materials, and contacts.

(3) Build long term good will by creating or reinforcing a desirable Army image while increasing awareness of Army education and skill training programs, career opportunities, benefits, income opportunities, and educational assistance programs.

6-36. Army Parachute Team (USAPT)

a. Organization, Functions, and Designation of Responsibilities

b. The mission of the USAPT Headquarters is as follows:

(1) Commands the USAPT, consisting of the headquarters and all U.S. Army Recruiting Companies located within assigned geographic boundaries, and exercises authority over all assigned personnel.

(2) Performs managerial, personnel, administrative, operational, training, budget, promotional, logistical, automation, liaison and coordination functions needed to operate the Recruiting Battalion Headquarters and subordinate activities.

(3) Provides mission support for all Recruiting Battalion activities.

(4) Supervises the RA and USAR programs and missions pertaining to recruitment and enlistment of personnel.

Section I: Organization of USAPT Headquarters

6-37. Command group

The command group consists of:

- a. Battalion Commander
- b. Command Sergeant Major
- c. Executive Officer

6-38. Battalion staff

The Battalion staff consists of:

- a. S-1 (Personnel)
- b. MMA (Intelligence)
- c. S-3 (Operations)
- d. S-4 (Logistics)
- e. Media Relations
- f. S-6 (Information Management)
- g. S-8 (Resource Management)
- h. Demonstration Team
- i. Competition Team
- j. Tandem Team
- k. Aviation Section

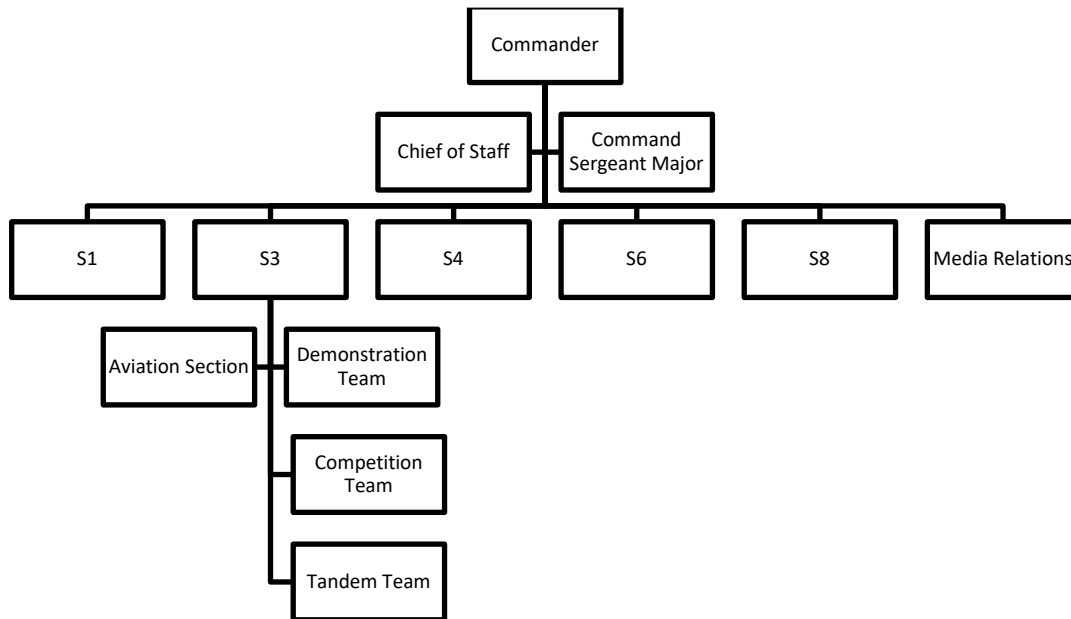


Figure 6-3. U.S. Army Parachute Team (USAPT) Organizational Chart

Section II: Headquarters Battalion Command Group

6-39. Battalion Commander

- a. Serve as the Commander of the U.S. Army Parachute Team Golden Knights.
- b. Functions.

(1) Responsible for the morale, welfare, training, discipline, and safety of 102 Soldiers and Civilians in support of U.S. Army Recruiting Command.

(2) Support Army Accessions by performing parachute demonstrations, competitions, and tandem jumps, support the U.S. Army strategic marketing and messaging narrative.

(3) Responsible for Operating, deploying and maintaining five fixed wing aircraft to both Army and Federal Aviation Administration standards.

- (4) Provide effective stewardship of operational budget.

6-40. Command Sergeant Major

a. The Battalion CSM is the senior enlisted advisor to the Battalion Commander on all aspects of the team including professional development, administration, technical aspects of parachuting, budget concerns, supply issues, maintenance, and team operations.

- b. Functions.

(1) Serves as the Command Sergeant Major of the United States Army Parachute Team (USAPT).

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

(3) Directly supervises a Headquarters Detachment, Aviation Detachment, six aerial team leaders, and battalion staff

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

concerns.

6-41. Executive Officer

a. Supports, interprets, and disseminates policies, plans, and decisions of the Battalion Commander to the staff and subordinate elements. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

b. Functions.

(1) Manages an internal support staff to orchestrate daily actions.

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

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

(4) Responsible for the supervision and synchronization of the entire general staff, to include S1, S2, S3, S4, PAO, and S6.

(5) Maintains effective internal control of allocated resources and manpower authorizations.

(6) Provides guidance and assistance for the Equal Opportunity Advisor (EOA) Office and Equal Employment Opportunity (EEO) Office.

(7) Maintains internal control and stewardship of resources.

Section III: Battalion staff

6-42. S-1

a. Serves as the Human Resources Sergeant in the United States Army Parachute Team consisting of 76 Soldiers, 12 Officers, and 12 DA Civilians dispersed over three remote facilities; responsible for planning, operations, services, preparation, and execution of all human resources (HR) mission essential tasks within the Battalion; supervises and manages the processing and tracking of all personnel actions, awards, evaluations, promotions, finance, leaves and passes, personnel accounting, strength reporting, and readiness of all assigned and attached personnel.

b. Functions.

(1) Effectively manages the force by performing functions which directly impact a Soldier's career and quality of life.

(2) Performs personnel accountability on a continual basis regardless of location or environment due to the geographically dispersed locations of recruiters assigned to the battalion.

(3) Provides the Battalion Commander with a manpower assessment in order to determine a percentage of fill within the unit.

(4) Serves as principal advisor to the battalion commander on HR support.

(5) Advises the commander on the health, welfare, and morale of all Soldiers assigned to the unit.

(6) Prepares and provides HR support information to operation orders (OPORDS) and operations plans (OPLANS).

(7) Ensures S-1 operations are fully integrated into unit operations.

(8) Executes company grade officer slating in coordination with the Brigade S-1.

(9) Coordinates field grade officer slating with Brigade S-1.

(10) Executes commander's sensitive actions.

(11) Performs adjutant functions.

(12) Establishes and maintains coordination with external HR and financial management agencies.

(13) Coordinates personnel requirements and assignment of unit personnel with Brigade S1 and USAREC G1 as applicable.

(14) Coordinates with Company Commander and 1SG to establish replacement priorities and unit of assignment guidance.

(15) Plans and coordinates Personnel Asset Inventories (PAIs).

(16) Coordinates with the Command Sergeant Major (CSM), Brigade S-1, and USAREC G-1 on enlisted strength management issues or enlisted HR support actions as needed.

(17) Coordinates with the Executive Officer (XO), Brigade S-1, and USAREC G-1 on officer strength management issues or officer HR support actions as needed.

(18) Supervises the management of enlisted personnel assigned, attached and /or under the operational control of the battalion.

(19) Requisitions officer replacements for the battalion and subordinate units based on projected losses and reassignments with the brigade S1.

(20) Compiles statistical data, analyzes trends on a yearly, quarterly and monthly basis and provides advice and solution to problem areas within the battalion.

(21) Manage Headquarters Support System (HSS) and eMILPO of all assigned or attached military personnel and civilians (DOD and contractors).

(22) Assists with monitoring MEDPROS data.

(23) Processes all military actions.

6-43. Soldier and Family Assistance (SFA)

Implements the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, civilian employees, and Family members of the battalion.

a. Manages battalion participation in the Army Family Action Plan (AFAP).

b. Manages and monitors battalion usage of commercial childcare resource subsidies provided through IMCOM Child and Youth School Services GSA contract for reduced childcare fee services.

c. Prepares strategic plans for the battalion Family programs to ensure compliance with Family programs and standards and Army family Covenant actions.

d. Manages and coordinates Army community service-type requirements and support.

e. Appointed as the TRICARE Beneficiary Counseling Assistance and Coordinator (BCAC).

6-44. MMA

a. Advises the Recruiting Battalion Commander on operations-level market research, data collections, and information synthesis as it pertains to parachute operations. Provides safety statistics on all aspects of parachute activities within the formation.

b. Functions.

(1) Analyzes and recommends the distribution and allocation of battalion resources to achieve assigned missions.

(2) Conducts safety risk assessment preparation for the battalion commander on a continual basis for periodic and special requirements.

(3) Ensures all individuals due for periodic reinvestigations receive notification and proper education on way ahead.

(4) Inputs all necessary data for overseas travel.

(5) Annually, conducts all safety and physical security inspections.

(6) Prepares market share reports, graphs, charts, maps, and spreadsheets assimilating data at the

battalion, company, and station level.

(7) Conducts in-depth training of Pre-Accident Plan procedures and executes quarterly safety counsel to ensure all members are effectively trained on all preparations in response to an accident.

(8) Provides training to battalion staff, company commanders and station commanders safety procedures, changes to protocols.

6-45. S-3

a. The battalion S-3 is responsible for supporting jump operations, plans and training at the battalion and subordinate level.

b. Coordinates all necessary support for demonstration parachute operations to include air shows, sports games, and recruiting events.

c. Ensures all Recruiting assets associated with events are approved for use and understand the CONOP at each event.

d. Ensures all tandem camps are allocated through USAREC IOT Support necessary recruiting operations in specific mission focused areas

6-46. S-4

a. Advises the Recruiting Battalion Commander on all aspects of logistical operations and activities within the Recruiting Battalion. Provides guidance to battalion headquarters staff and subordinate units on property accountability, procurement services, facilities management, and vehicle management. Coordinates and implements logistics policy, and programs from higher headquarters, and develops implementation procedures to support established policies.

b. Functions.

(1) Oversees, coordinates, and executes Property Book operations

(2) Oversees, coordinates, and executes Facility management operations and Leased Government Facilities.

(3) Oversees, coordinates, and executes Vehicle operations.

(4) Procurement Management. Screens requirements for submission and submits requests for all non-standard equipment. This screening includes method of purchase (GPC/contract), market research to determine cost, and a decision regarding price reasonableness and submission of requests to HQ USAREC for approval.

(5) Contract Management Oversight. Serves as the Commands COR (contract oversight representative) for designated recruiting support initiatives.

(6) Monitors and develops all contracts for the battalion

6-47. Media Relations

a. Develops and implements the battalion's Media Plan for the Calendar Year based upon unit activities and programs, to include implementing and localizing the national programs within the recruiting area.

b. Functions.

(1) Plans local advertising, arranges for broadcast and print advertising purchases, budgets advertising expenditures, reports on the effectiveness of campaigns, and performs local market analysis.

(2) Coordinates, schedules, and conducts sales promotion events: Total Army Involvement in Recruiting (TAIR), Scholar Athlete Program, and Recruiting Support Command displays.

(3) Arranges media coverage of recruiting personnel and provides guidelines to the battalion commander and staff on media appearances.

(4) Prepares news releases for the local media, coordinates the battalion Hometown News Release Program, conducts the command information program, and contributes articles and photos to the command's

official website.

(5) Manages social media strategy and messaging and coordinates social media program to support missions and ensure message of the Army reaches all personnel of age to be recruited into the US Army.

6-48. S-6.

a. The battalion S-6/IMO provides formal and informal training to brigade and subordinate personnel on hardware, and software usage. This includes: installing, maintaining, and troubleshooting problems with computing devices; providing technical assistance to battalion headquarters and subordinate organizations; supporting command standard systems to include Enterprise (Cloud-based) solutions supporting the Army Accessions community and coordinating repairs of GFE with higher headquarters and commercial vendors.

b. The S-6 staff performs the following functions.

(1) Provides technical assistance to current and potential users to minimize disruptions of computer operations.

(2) Tests and analyzes computer hardware and software malfunctions to resolve problems. Analyzes, evaluates, and resolves malfunctions by adjusting equipment configurations, recommending appropriate acquisitions, and distinguishing between equipment, software, and LAN installation and operation problems.

(3) Assists in solving problems associated with deliveries in support of individual hardware or software orders.

(4) Installs baseline images and above-baseline software onto GFE, other computing devices, and peripherals.

(5) Troubleshoots, and configure USAREC command standard software.

(6) Maintains inventory of battalion IT assets and above-baseline software, including monitoring of those inventories in subordinate organizations.

(7) Establishes, and enforces battalion automation security programs, and ensures compliance with higher headquarters policies, and regulations.

(8) Prepares standard operating procedures for all battalion system users.

(9) Briefs all battalion personnel on automation security.

(10) Reports all security violations to brigade Information System Security Manager, and USAREC Information System Security Program Manager.

(11) Conducts research and analysis to justify the selection and acquisition of IT assets and above-baseline software.

(12) Prepares IT service requests and submits to Brigade S6.

(13) Evaluates performance of IT assets and software after procurement.

(14) Provides technical assistance on battalion headquarters, and subordinate organization level telecommunications systems. Installs, maintains, and troubleshoots local area network (LAN) client hardware, and associated software.

(15) Coordinates installation, malfunctions, and upgrades of IT assets and above-baseline software with Brigade S6 and USAREC G6.

6-49. S8

a. The S8 provides monetary oversight and support of all BN operations and events

b. The S8 performs the following functions:

(1) Receives money from event POCs

(2) Manages the BN budget

(3) Supports DTS approval

- (4) Tracks spending for events and supplies

6-50. Demonstration Team

a. The Demonstration Team provides public parachuting demonstrations and military and civilian events/venues across the country to support the USAREC mission

b. The Demonstration Team performs the following functions:

- (1) 80 Annual Demonstrations
- (2) Accuracy
- (3) Classic Demo
- (4) Full or Short Programs
- (5) Micro/Macro Audience
- (6) Videography
- (7) Media production and Interaction
- (8) Press Riders
- (9) Engagement Support Days

6-51. Competition Team

a. The Competition Team provides national and international level competitors for competitions around the globe to represent the US Army in a positive way, IOT compete and win to exploit success for recruiting and marketing

b. The Competition Team performs the following functions:

- (1) National and international competitions
- (2) Indoor and outdoor events
- (3) Coordinates with United States Parachute Association, Fédération Aéronautique Internationale, International Military Sports Council

6-52. Tandem Team

a. The Tandem Team provides tandem parachuting experts to support tandem passengers at events and gain access and placement for recruiters across the nation

b. The Tandem Team performs the following functions:

- (1) Tandem parachuting
- (2) 10 annual tandem camps
- (3) 1200 annual tandems
- (4) 15 daily tandems
- (5) Videography
- (6) Media production
- (7) Drop zone safety operations
- (8) Passenger management

6-53. Aviation Team

- a. The Aviation Team provides aviation assets to support parachute operations for USAPT
- b. The Aviation Team performs the following functions:
 - (1) Air shows
 - (2) Tandem and comp support
 - (3) Short take-off and landing
 - (4) Media engagement
 - (5) Press riders
 - (6) Self-deployment capabilities
 - (7) Cross country capable

6-54. Army Marksmanship Unit (USAMU)

The mission of the USAMU Headquarters is as follows:

- a. The USAMU supports accessions and enhances lethality to enable the Army to win on a complex, competitive battlefield.
- b. USAMU's objectives are to select, equip, and train Soldiers to compete and win inter-service, national, international, and Olympic marksmanship competitions; increase lethality through training, research and development, doctrine development, and augmentation to contingency operations; enhance accessions through demonstrations, clinics, and public engagements; promote the Army by fostering public confidence in Army marksmanship through active information and public relations programs focusing on the accomplishments and capabilities of USAMU Soldiers.

6-55. Organization, Functions, and Designation of Responsibilities

Headquarters USAMU:

- a. Commands the USAMU, consisting of the HHD, staff, custom firearms shop, instructor training group and five competition teams; exercises authority over all assigned personnel.
- b. Performs managerial, personnel, administrative, operational, training, budget, promotional, logistical, automation, liaison and coordination functions needed to operate the USAMU and subordinate activities.
- c. Supports all USAMU missions.
- d. Supervises small arms research and development and lethality training missions.
- e. Supervises all missions pertaining to accessions support resulting in recruitment and enlistment of personnel.

Section I: Organization of USAMU Headquarters

6-56. Command group

The command group consists of:

- a. Battalion Commander
- b. Command Sergeant Major
- c. Executive Officer

6-57. Battalion staff

The Battalion staff consists of:

- a. MMA (Intelligence)
- b. S-4 (Logistics)

- c. S-6 (Information Management)
- d. S-8 (Budget Analyst)
- e. PAO (Army public affairs specialist)
- f. HHD
- g. S-1 (Personnel)
- h. Instructor Training Group
- i. Director of Operations
 - (1) AS3/Competition Chief
 - (2) S-3 (operations)
 - (3) 79R/Accessions Liaison
- j. Service Rifle
- k. Service Pistol
- l. Action Shooting
- m. Shotgun
- n. Director of Support
 - (1) Custom Firearms Shop
 - (2) Range/Target Maintenance

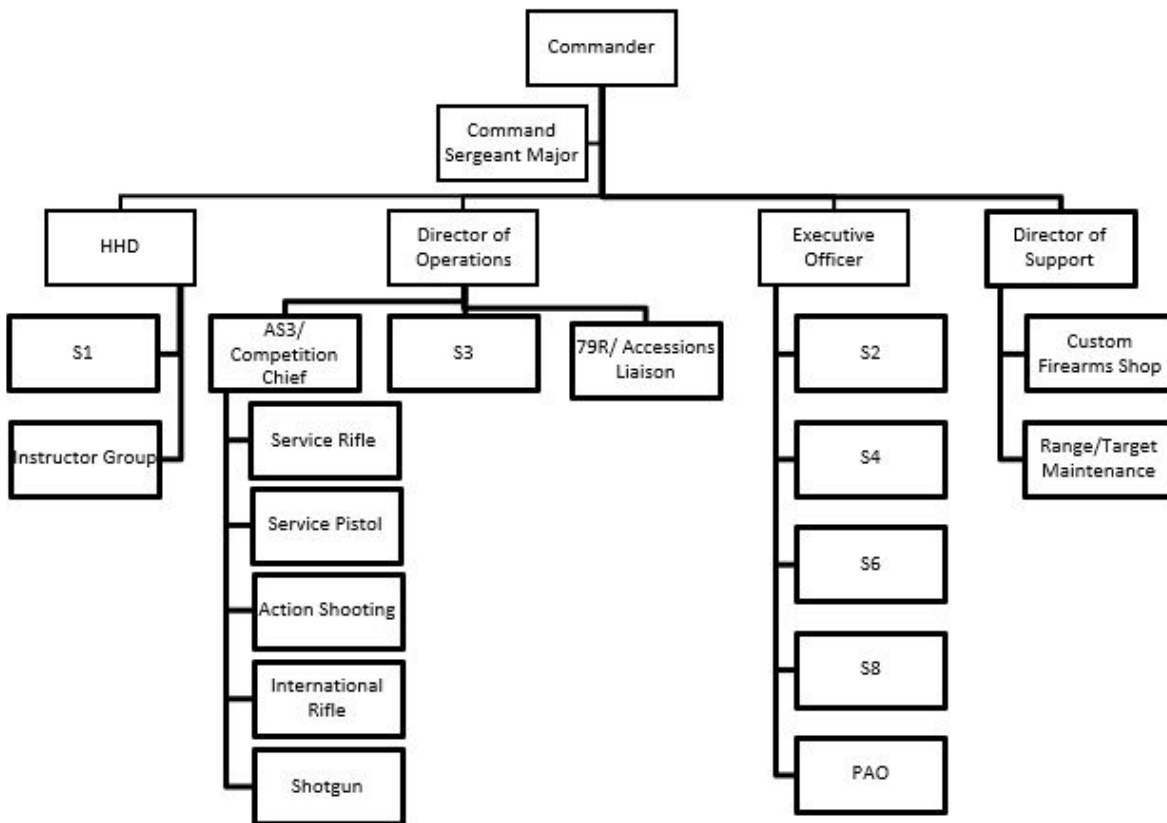


Figure 6-4. U.S. Army Marksmanship Unit (USAMU) Organizational Chart

Section II: Headquarters Battalion Command Group

6-58. Battalion Commander

a. Commands the Battalion in support of the mission and METL.

b. Functions.

(1) Commands the USAMU, consisting of the headquarters, HHD, staff, customs firearms shop, instructor training group and five competition teams; exercises authority over all assigned personnel.

(2) Provides guidance and mentoring to the Battalion staff.

(3) Receives general guidance from the Marketing and Engagement Brigade (MEB).

(4) Puts the Battalion in the best position to support current and future operations.

(5) Executive agent for the Army's Small Arms Competition Program.

(6) Executive agent for the Congressionally-mandated Small Arms Firing Schools pursuant to Title 36, U.S. Code Subchapter II, Section 40725.

(7) Provides subject matter expertise on small arms training to the Maneuver Center of Excellence.

(8) Provides information, assessments, judgments, opinions, and an experienced viewpoint on all things small arms related to Cross Functional Team Lethality.

(9) Serve as the liaison between Army and non-DOD entities such as USA Shooting, the Olympic Committee, Civilian Marksmanship Program, and National Rifle Association.

6-59. Command Sergeant Major

a. The Battalion CSM is the senior enlisted advisor to the Battalion Commander on all policy matters, and all matters of primary military education pertaining to Battalion enlisted personnel.

b. Functions.

(1) Serves as the senior noncommissioned officer (NCO) of the Battalion and as a key member of the Battalion staff. Provides relevant input to shape institutional and sustainment training for the field force and NCO leadership development for battalion enlisted personnel.

(2) Provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other personnel matters.

(3) Mentors battalion senior enlisted personnel.

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

6-60. Executive Officer

a. Supports, interprets, and disseminates policies, plans, and decisions of the battalion Commander to the staff and battalion. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

b. Functions.

(1) Manages an internal support staff to orchestrate daily actions.

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

(3) Approves and ensures proper and efficient use of current assets throughout the Battalion with regard to appropriated funds, authorizations, and manpower and works out years asset support.

(4) Responsible for the supervision and synchronization of the entire general staff, to include S2, S4, S6, Public Affairs Officer (PAO) and S8.

(5) Maintains effective internal control of allocated resources and manpower authorizations.

(6) Provides guidance and assistance for the Equal Opportunity Advisor (EOA) Office and Equal Employment Opportunity (EEO) Office.

(7) Maintains internal control and stewardship of resources.

6-61. S2

a. Advises the USAMU Commander on all aspects of local, CONUS and OCONUS security requirements for USAMU personnel to execute the mission. Provides guidance to battalion headquarters staff and sections on all security events and requirements.

b. Functions

(1) Physical Security Officer

(2) Security Manager

(3) Anti-Terrorism Officer

(4) Force Protection Officer

(5) Emergency Management Coordinator

(6) Operation Security (OPSEC) Officer

6-62. S4

a. Advises the USAMU Commander on all aspects of logistical operations and activities within the battalion. Provides guidance to battalion headquarters staff and sections on property accountability, procurement services, facilities management, and vehicle management. Coordinates and implements logistics policy, and programs from higher headquarters, and develops implementation procedures to support established policies.

b. Functions.

(1) Oversees, coordinates, and executes property book operations.

(2) Oversees, coordinates, and executes S4 & supply room operations.

(3) Oversees, coordinates, and executes facility management operations.

(4) Oversees, coordinates, and executes vehicle operations

(5) Oversees and coordinates Command Supply Discipline Program for battalion through inspections, inventories, and Soldier records management.

(6) Equipment Management. Screens requirements and requests for equipment for submission to their higher headquarters. Screening methods include preparing, researching, providing input and recommendation for decisions for items on Table of Distribution and Allowances, Common Table of Allowances, and supplemental requisitions for approval from brigade to HQDA.

(7) Procurement Management. Screens requirements for submission to their higher headquarters. This screening includes method of purchase (GPC/contract), market research to determine cost, independent government cost estimates and decision regarding price reasonableness and submission of requests to brigade S4 to HQ USAREC for approval.

(8) Contract Management Oversight. Serves as the battalion COR (contract oversight representative) for services and equipment initiatives. Initiates solicitation under the single purchase limit & works with contracting on requirements over \$250K for equipment, weapons and ammunition.

(9) Budget Management. Maintains S4 & supply room budget ensuring equipment and supply items are on-hand or ordered to support daily operational and administrative duties.

(10) Maintains arms rooms and ammunition storage facility. Maintains status (ordering and stockage), security, and accountability of sensitive items IAW AR 190-11.

(11) Oversees, coordinates, reconciles and executes shipping accounts and transportation requirements of equipment, ammunition, and weapons for the battalion.

(12) Drivers & Vehicle record management. Maintains drivers training records, licensing information, and violations in GCSS-Army system. Provides command oversight on all drivers program matters

6-63. S6

a. The battalion S-6 provides formal and informal training to brigade and subordinate personnel on hardware, and software usage. This includes: installing, maintaining, and troubleshooting problems with computing devices and software; providing technical assistance to battalion headquarters and subordinate organizations; supporting command standard systems to include Enterprise (Cloud-based) solutions of the Army Accessions community and coordinating repairs of GFE with higher headquarters and commercial vendors.

b. Functions

(1) Provides technical assistance to current and potential users to minimize disruptions of computer operations.

(2) Tests and analyzes computer hardware and software malfunctions to resolve problems. Analyzes, evaluates, and resolves malfunctions by adjusting equipment configurations, recommending appropriate acquisitions, and distinguishing between equipment, software, and LAN installation and operation problems.

(3) Assists in solving problems associated with deliveries in support of individual hardware or software orders.

(4) Installs baseline images and above baseline software onto GFE, computing devices and peripherals

(5) Troubleshoots, and configure USAREC command standard software.

(6) Maintains inventory of battalion IT assets and above baseline software, including monitoring of those inventories in subordinate organizations.

(7) Establishes, and enforces battalion automation security programs, and ensures compliance with higher headquarters policies, and regulations.

(8) Prepares standard operating procedures for all battalion system users.

(9) Briefs all battalion personnel on information security.

(10) Reports all security violations to brigade Information System Security Manager, and USAREC Information System Security Program Manager.

(11) Conducts research and analysis to justify the selection and acquisition of IT assets, and above baseline software.

(12) Prepares IT service requests and submits to Brigade S6.

(13) Evaluates performance of IT assets and software after procurement.

(14) Provides technical assistance on battalion headquarters, and subordinate organization level telecommunications systems. Installs, maintains, and troubleshoots local area network (LAN) client hardware, and associated software.

(15) Coordinates installation, malfunctions, and upgrades with brigade, USAREC and Ft. Benning personnel.

6-64. S8

a. Provide resource management support and budget analysis functions to battalion command/staff and higher echelons. Ensures budget forecasts, estimates, and submissions conform to requirements, guidelines and financial objectives of assigned funds.

b. Functions:

- (1) Manage, certify and execute funds in General Fund Enterprise Business System (GFEBS).
- (2) Ensure organizational compliance with Defense Travel Regulations.
- (3) Manage government travel card program.
- (4) Maintain mandatory 60 hour DOD Financial Management Certification (FMC).
- (5) Serve as Alternate Payroll Administrator for civilian employees.

6-65. PAO

a. Develops and implements the battalion Public Affairs Program to include implementing and localizing national Army programs.

b. Functions.

(1) Plans local public affairs support and development of long-range communication plans and policies to enhance public understanding, support and acceptance of the battalion mission and capabilities.

(2) Coordinates, schedules, and produces unique promotional content (photographs, videos and articles) for use on a variety of platforms across the Army footprint.

(3) Arranges civilian media coverage of battalion personnel and provides guidelines, and training, on media appearances.

(4) Prepares and produces releases for the news media outlets, coordinates the battalion Hometown News Release Program, conducts the command information program and contributes content to the battalion's official USAREC-managed website.

(5) Supports the battalion community relations program, maintains liaison with leaders and organizations (and the media) to obtain broad public support and acceptance of the U.S. Army and its recruiting efforts.

(6) Manages social media strategy and messaging on multiple platforms and coordinates that social media program to support Virtual Recruiting Teams' (VRTs) prospecting efforts.

6-66. HHD (Headquarters and Headquarters Detachment)

a. The battalion HHD oversees the successful execution of administrative and Soldier training aspects in support of the battalion and primary staff by facilitating the environment in which they operate. The HHD Command Team, in turn, supports the USAMU Commander in commanding the battalion.

b. Functions.

(1) Provides oversight to the Instructor Training Group to facilitate research, development, and increased lethality throughout the DOD.

(2) Oversees and assists S-1 in performing and conducting HR planning and operations.

(3) Responsible for the planning and execution of the battalion's mandatory training.

(4) Emphasize readiness and personal responsibility through essential and important Army Programs.

(5) Manages the battalion Family Readiness and Unit Morale activities.

(6) Coordinates with S-1 in reviewing and submitting of all unit evaluations and awards

(7) Manages battalion MEDPROS.

(8) Coordinates NCO and Soldier of the Month/Quarter/Year Boards.

(9) Evaluates and executes unit internal promotions.

(10) Coordinates and leads the battalion ACFT and Body Composition Program.

(11) Submits and monitors all CCIR and SIRs.

(12) Supervises the battalion additional duties.

- (13) Plans and conducts award ceremonies.
- (14) Oversees and manages the Barracks Program.
- (15) Supervises the battalion Staff Duty Program.
- (16) Serves as an Investigating Officer.

6-67. S1

a. Performs and conducts HR Planning and Operations along with supervising the execution of all other HR mission essential tasks within the battalions and subordinate units.

b. Functions.

(1) Effectively manages the force by performing functions which directly impact a Soldier's career and quality of life.

(2) Performs personnel accountability on a continual basis regardless of location or environment due to the geographically dispersed locations of personnel assigned to the battalion.

(3) Serves as principal advisor to the battalion commander on HR support.

(4) Advises the commander on the health, welfare, and morale of all Soldiers assigned to the unit.

(5) Prepares and provides HR support information to operation orders (OPORDS) and operations plans (OPLANS).

(6) Ensures S-1 operations are fully integrated into unit operations.

(7) Executes company grade officer slating in coordination with the Brigade S-1.

(8) Executes commander's sensitive actions.

(9) Performs adjutant functions.

(10) Establishes and maintains coordination with external HR and financial management agencies.

(11) Coordinates personnel requirements and assignment of unit personnel with HRC as applicable.

(12) Coordinates with Company Commander and 1SG to establish replacement priorities and unit of assignment guidance.

(13) Plans and coordinates Personnel Asset Inventories (PAIs).

(14) Coordinates with the Command Sergeant Major (CSM), Brigade S-1, and USAREC G-1 on enlisted strength management issues or enlisted HR support actions as needed.

(15) Coordinates with the Executive Officer (XO), Brigade S-1, and USAREC G-1 on officer strength management issues or officer HR support actions as needed.

(16) Supervises the management of RA and AGR enlisted personnel assigned, attached and /or under the operational control of the battalion.

(17) Requisitions officer replacements for the battalion and subordinate units based on projected losses and reassignments with the brigade S1.

(18) Manage Headquarters Support System (HSS) and eMILPO of all assigned or attached military personnel and civilians (DOD and contractors).

(19) Assists with monitoring MEDPROS data.

(20) Processes all military actions.

c. Soldier and Family Assistance (SFA)

(1) Implements the Total Army Family Program which seeks to improve the health, welfare, and morale of Soldiers, civilian employees, and Family members of the battalion.

(2) Manages battalion participation in the Army Family Action Plan (AFAP).

(3) Manages and monitors battalion usage of commercial childcare resource subsidies provided through IMCOM Child and Youth School Services GSA contract for reduced child care fee services.

(4) Prepares strategic plans for the battalion Family programs to ensure compliance with Family programs and standards and Army family Covenant actions.

(5) Manages and coordinates Army community service-type requirements and support.

(6) Appointed as the TRICARE Beneficiary Counseling Assistance and Coordinator (BCAC).

6-68. Instructor Training Group

a. The Instructor Training Group (ITG) enhances Army Readiness through conducting lethality-based training and assists with research and development by serving as the unit's primary instructor team. This is achieved through integration with various Department of Defense and Army organizations to translate marksmanship skills into applicable combat marksmanship training and equipment solutions throughout the Army.

b. Functions.

(1) Conduct tailored Mobile Training Teams (MTT) to provide marksmanship instruction and generate a sustainable training plan for unit development in fundamental, short range, medium range, long range, and non-standard marksmanship.

(2) Provide subject matter expertise to external agencies and contribute to research and development on new weapons and equipment.

(3) Aid institutional courses in developing and refining Programs of Instructions (POI).

(4) Assist in forming, writing, and reviewing doctrine.

6-69. Director of Operations

a. The battalion director of operations is the principal staff officer responsible for all matters concerning training, operations, plans, and force development. In addition to coordinating with all other staff offices, the operations cell is the primary office responsible for integrating and synchronizing battalion operations as a whole for the commander.

b. Functions

(1) Principle advisor to Command Team on all battalion training and operations.

(2) Prepares command level briefings, information papers, exceptions to policies requests, situational reports, and requests for ethics counselor reviews.

(3) Develops and manages the battalion's operational travel and resources budget.

(4) Interprets, clarifies, and disseminates tasks from USAREC, Fort Benning Maneuver Center of Excellence, and the Marketing and Engagement Brigade Headquarters.

(5) Serves as the executive agent for AR 350-66, the Army's Small Arms Competition Program.

(6) Manages and evaluates the standards for all competitive shooting sections and recommends personnel decisions for the commander's consideration.

(7) Responsible for the planning and execution of the Congressionally-mandated Small Arms Firing Schools pursuant to Title 36, U.S. Code Subchapter II, Section 40725.

(8) Provide training guidance regarding small arms competitions, and processing of orders and awards associated with the Army's Small Arms Competition Program.

(9) Plans and executes the DOD Interservice Pistol Championship.

(10) Serves as the DOD liaison to all non-federal entities utilizing unit assets.

(11) Plans and conducts visits for outside organizations and distinguished visitors.

(12) Schedules, requests, and monitors the primary military education, and elective education

requirements of all Soldiers within the Battalion.

(13) Manages range packets, range waivers, environmental considerations, and deliberate risk assessments for nine range complexes.

(14) Schedules and de-conflicts all range complexes utilized by USAMU, and other brigades across Ft. Benning.

(15) Prepare and forecast event portfolio for quarterly TRADOC and USAREC Fusion Boards.

(16) Manages unit activities and requests within the Electronic Marketing Management system.

(17) Develops, produces and executes approved MEB events and supplemental accessions programs.

(18) Office of coordinating responsibility with USAMU public affairs for virtual marketing campaigns.

(19) Develops, produces, and maintains all U.S. Army and USAMU branding material on the USAMU footprint.

6-70. Service Rifle Team

a. The Service Rifle Team competes in Inter-service and national level rifle competitions using the Army's current service weapons and long-range bolt rifles.

b. Functions.

(1) Connects America's people with America's Army through public engagements at shooting events and marksmanship clinics.

(2) Assists in Army doctrine development pertaining to rifle marksmanship.

(3) Supports the warfighter through the conduct of mobile training missions to increase the standards of marksmanship throughout the force.

6-71. Service Pistol Team

a. The Service Pistol Team competes in Inter-service and national level conventional pistol competitions using the Army service weapon, .22 and .45 caliber pistols, and also competes nationally in the Action Pistol sport.

b. Functions.

(1) Connects America's people with America's Army through public engagements at shooting events and marksmanship clinics.

(2) Assists in Army doctrine development pertaining to pistol marksmanship.

(3) Supports the warfighter through the conduct of mobile training missions to increase the standards of marksmanship throughout the force.

6-72. Action Shooting Team

a. The Action Shooting Team competes in national level competitions across multiple disciplines. Those disciplines include multi-gun, United States Practical Shooting Association, and the Precision Rifle Series.

b. Functions.

(1) Connects America's people with America's Army through public engagements at shooting events and marksmanship clinics.

(2) Supports the warfighter through the conduct of mobile training teams to raise the standard of marksmanship.

6-73. International Rifle Team

a. The International Rifle competes in Olympic, international, and national level competitions in small bore rifle and air rifle.

b. Functions.

(1) Connects America's people with America's Army through public engagements at shooting events and marksmanship clinics.

(2) Conducts the annual U.S. Army Junior Rifle Championship.

6-74. Shotgun Team

a. The Shotgun Team competes in Olympic, international, and national level competitions in men's and women's skeet and trap.

b. Functions.

(1) Connects America's people with America's Army through public engagements at shooting events and marksmanship clinics.

(2) Conducts shotgun demonstrations in support of recruiting events.

6-75. Director of Support

a. Increase small arms lethality within the Army through research, development, and testing of small arms weapons platforms and ammunitions in collaboration with Army Futures Command (AFC), Cross-Functional teams, Army Capability Managers, and Army Test & Evaluation Command; provides direct support to warfighter by providing subject matter expertise, small arms and ammunition evaluations, and technical marksmanship assistance. Provide the accessions force with USAMU asset visibility to increase recruiting synergy.

b. Functions

(1) Works daily to optimize performance of equipment used by competition teams through testing, modification, and liaison with civilian manufactures.

(2) Enhances Army lethality by taking the knowledge gained in competitive firearms construction and producing through Research and Development equipment that will give the Soldier more reliable and lethal combat small arms weapons.

(3) Provides recommendations to Command Team on small arms support request from outside units and organizations within the Army and DOD.

(4) Prepares command level briefings and information papers for all small arms and ammunition research & development initiatives.

(5) Develops and manages the firearms shop and maintenance section's operational travel and resources budget.

(6) Provides gunsmith support for unit competitive sections while TDY for major competitions and during all USAMU hosted events.

(7) Briefs standard and non-standard ammunition requirements for USAMU during the biannual Army Munitions Requirements Counsel of Colonels (AMRCoC).

(8) Researches and works all annual purchase requirements for firearms shop and range and target maintenance parts and equipment.

(9) Weapons and ammunition control for the Congressionally-mandated Small Arms Firing Schools pursuant to Title 36, U.S. Code Subchapter II, Section 40725.

(10) Plans and conducts shop lethality tours for outside organizations and distinguished visitors.

(11) Manages work and service orders for nine range complexes and the battalion headquarters.

(12) Maintains grounds and target systems for nine range complexes totaling more than 200 acres.

(13) Connects America's people with America's Army through public engagements at shooting events and marksmanship clinics.

Chapter 7
Responsibilities and Functions of Direct Reporting Units

7-1. Recruiting and Retention College

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

b. The RRC coordinates with G-3 for mutually-supporting institutional and organizational training requirements for MOS 79R. The RRC coordinates with HRC and USAREC G-1 for 79R student eligibility, enrollment policies and procedures, and status. The RRC coordinates with HQDA G-1, HRC and TRADOC for retention and reserve transition guidance, doctrine, policies and procedures.

c. Functions.

(1) Instruct nine resident courses: recruiting, retention, Senior Leader Course (SLC), Reserve transition NCO, and a mobile training course for Army Career Counselors.

(2) Conduct all student-related support (administrative, billeting, mess, transportation, requirements).

(3) Interface with the Professional Education Center, Strength Maintenance Training Center, Army Reserve Readiness Training Center, and USAREC Staff for all course administrative data, Programs of Instruction, and Individual Training Plan processing for CMF 79 training.

Note: For additional functions and tasks, please see USAREC Pamphlet 10-1-1 Recruiting and Retention College Organization and Functions.

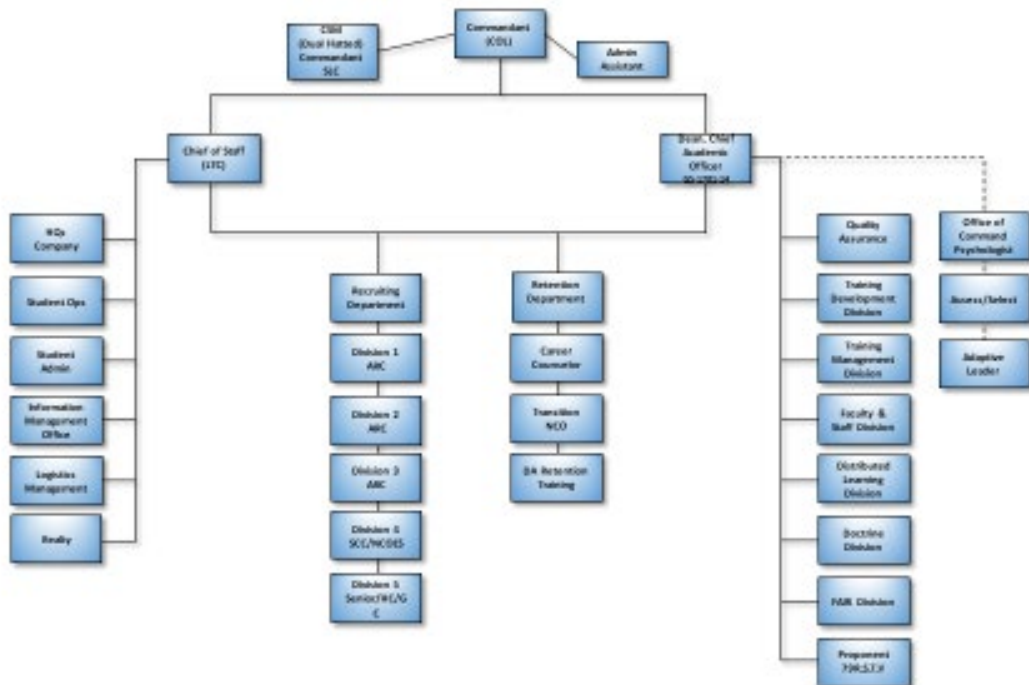


Figure 7-1. Recruiting and Retention College Organizational Chart

7-2. Special Operations Recruiting Battalion (Airborne)

a. The SORB (A) is USAREC's only separate battalion, providing global in-service recruiting capability. The SORB (A) provides the strength for Special Forces (SF), Civil Affairs (CA), Psychological Operations (PSYOP), Special Operations Aviation Regiment (SOAR), Cultural Support Team (CST), Explosive Ordnance Disposal (EOD), and Army Warrant Officers (WO) to meet special operations requirements.

b. The SORB (A) commander receives operational oversight from the DCG (Operations) and operational support from G-3 and the MRB. The SORB (A) commander coordinates with USAREC G-3 and branch/MOS proponents regarding in-service recruiting requirements.

c. Functions.

(1) Recruit qualified currently serving service members for Army Special Operations Forces (ARSOF) and warrant officer positions.

(2) Synchronize and deconflict with other non-USAREC in-service recruiting efforts [75th Ranger Regiment (RR), Special Missions Units (SMU), and the Asymmetric Warfare Group (AWG)].

(3) Serve as information conduit between the U.S. Army John F. Kennedy, Special Warfare Center and School (USAJFKSWCS).

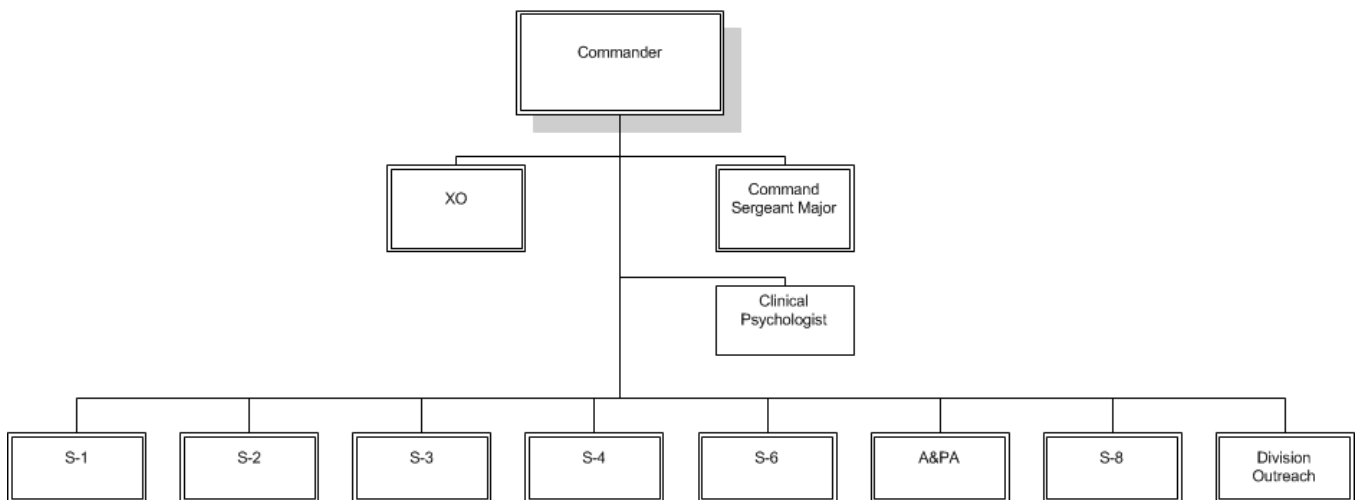


Figure 7-2. Special Operations Recruiting Battalion

Appendix A

References

Section I

Referenced Publications

TRADOC Regulation 10-5

Section II

Related Publications

AR 5-17

The Army Ideas for Excellence Program.

AR 5-20

Competitive Sourcing Program.

AR 11-2

Managers' Internal Control Program.

AR 25-1

Army Knowledge Management and Information Technology

AR 25-2

Information Assurance. (*RAR 001, 03/23/2009)

AR 37-47

Official Representation Funds of the Secretary of the Army.

AR 71-32

Force Development and Documentation - Consolidated Policies.

AR 190-13

The Army Physical Security Program.

AR 190-45

Law Enforcement Reporting.

AR 190-51

Security of Unclassified Army Property (Sensitive and Non-sensitive).

AR 350-1

Army Training and Leader Development

AR 350-10

Management of Army Individual Training Requirements and Resources

AR 380-5

Department of the Army Information Security Program.

R 380-67

Personnel Security Program.

AR 381-12

Threat Awareness and Reporting Program.

AR 385-10

Army Safety Program. (*RAR 003, 06/14/2010)

AR 600-8-10

Leaves and Passes

AR 600-9

The Army Body Composition Program

AR 601-210

Active and Reserve Components Enlistment Program.

AR 614-200

Enlisted Assignments and Utilization Management. (*RAR 002, 10/11/2011)

AR 710-2

Supply Policy Below the National Level.

DFAS-IN Reg 37-1

Finance and Accounting Policy Implementation.

FM 6-0

Commander and Staff Organization and Operations

JFTR, Vol 1

Uniformed Service Members.

JTR, Vol 2

Department of Defense Civilian Personnel.

USAREC Reg 1-18

Management of Centers of Influence Events.

USAREC Reg 5-3

Local Marketing Program Planning and Execution.

USAREC Reg 350-1

Training and Leader Development.

USAREC Reg 380-4

Security Program.

USAREC Pam 385-10

Safety Program

USAREC Reg 570-1

Changes to Tables of Distribution and Allowances.

USAREC Reg 600-25

Prohibited and Regulated Activities.

USAREC Reg 601-73

Missioning Procedures.

USAREC Reg 601-85

Total Army Involvement in Recruiting.

USAREC Reg 601-106

Active Duty for Operational Support-Reserve Component Program.

USAREC Reg 601-210

Enlistment and Accession Processing

USAREC Reg 608-1

National Voter Registration Act.

USAREC Reg 700-5

Integrated Logistics Support.

USAREC Pam 27-65

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

USAREC Pam 350-10

Safety Program

Section III

Prescribed Forms

There are no entries for this section.

Section IV

Referenced Forms

There are no entries for this section.

Glossary of Terms

Section I Abbreviations

ACOM

Army command

ACoS

Assistant Chief of Staff

AD

Active duty

ADOS-RC

Active days of service-reserve component

AMEDD

Army Medical Department

AMRG

Army Marketing Research Group

AR

Army Reserve

ARISS

Army Recruiting Information Support System

ARNG

Army National Guard

ASA-M & RA

Assistant Secretary of the Army Manpower & Reserve Affairs

ASAP

Army Substance Abuse Program

BHSA

Behavioral Health Suitability Assessment

CG

Commanding General

CIG

Commanding General's Initiative Group

CIO

Chief Information Officer

CMF

Career management field

COC

Command Operations Center

CONUS

Continental United States

CoS/COS

Chief of Staff

CO-ADOS

Contingency-active duty for operational support

COPS

Centralized Operations Police Suite

CPO

Civilian personnel office

CSM

Command Sergeant Major

DA

Department of the Army

DCG

Deputy Commanding General

DCoS

Deputy Chief of Staff

DOD

Department of Defense

DOTMLPF-P

Doctrine, Organization, Training, Materiel, Leadership Personnel, Facilities, and Policy

DTMS

Digital Training Management System

EEO

Equal Employment Opportunity

EO

Equal opportunity

EOA

Equal opportunity advisor

EOAP

Equal opportunity action plan

EPS

Essential personnel service

FAPC

Family Advocacy Program Coordinator

FORSCOM

U.S. Army Forces Command

FY

Fiscal year

HQ

Headquarters

HQ USAREC

Headquarters, U.S. Army Recruiting Command

HQDA

Headquarters, Department of the Army

HR

Human resources

HRC

Human Resources Command

HSD

Health Services Directorate

IG

Inspector general

IMT

Initial military training

IT

Information technology

JAMRS

Joint Advertising Marketing Research & Studies

MEDCOM

U.S. Army Medical Command

MEPS

Military entrance processing station

MOS

Military occupational specialty

MDMP

Military decision-making process

MRB

U.S. Army Medical Recruiting Brigade

NCO

Noncommissioned officer

OCAR

Office of the Chief, Army Reserve

OCONUS

Outside continental United States

OCP
Office of the Command Psychologist

OPSEC
Operations security

OSD
Office of the Secretary of Defense

OTSG
Office of the Surgeon General

PAE
Positioning analysis and evaluation

PBAC
Program budget advisory council

PCC
Pre-command Course

POAM
Plan of actions and milestones

POM
Program objective memorandum

R2C
Ready resilient campaign

RA
Regular Army

RAND
Research and development Corporation

RC
Reserve Component

RI
Recruiting impropriety

RRC
Recruiting and Retention School

RSD
Recruiting Standards Directorate

SGS
Secretary general staff

SIR
Serious incident report

SGLI
Service member's Group Life Insurance

SHARP

Sexual Harassment/Assault Response and Prevention

SJA

Staff Judge Advocate

SORB

Special Operations Recruiting Battalion

TAA

Total Army Analysis

TAADS

The Army Authorization Documentation System

TDA

Tables of distribution and allowances

TRADOC

U.S. Army Training and Doctrine Command

USACC

U.S. Army Cadet Command

USAREC

U.S. Army Recruiting Command

USMEPCOM

U.S. Military Entrance Processing Command

USAMAA

United States Army Manpower Analysis Agency.

USJFKSWCS

United States John F. Kennedy Special Warfare Center and School

UMT

Unit ministry team

VAMP

Army marketing program

XO

Executive officer

Section II**Terms****Accomplish**

To complete a task or function.

Administer

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

Advise

To recommend a course of action, to counsel.

Analyze

To study factors of a situation or problem in detail.

Approve

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

Assign

Allocate (a job or duty)

Authority

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

Authorize

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

Command

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

Conduct

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

Contact point

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

Control

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

Coordination

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

Decide

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

Direct

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

Function

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

Liaison

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

Manage

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

Monitor

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

Operational control

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

Plan

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks to be performed by the participants and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and, normally, does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming.

Prescribe

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

Program

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

Proponent

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

Review

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

Staff responsibility

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

Supervise

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

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