Organization and Functions

Headquarters, United States Army Recruiting Command
SUMMARY of CHANGE

USAREC Regulation 10-1, Headquarters, United States Army Recruiting Command

This revision, dated – 1 June 2015 contains the following changes:

- Aligns regulation with TRADOC 10-5.
- Updates the USAREC organization mission statement.
- Adds Deputy Commanding General (Operations) and Deputy Commanding General (Support).
- Restructures G3 and G5 into a G3/5.
- Restructures G4/8 into separate G4 and G8 directorates.
- Adds Health Services Directorate.
- Adds Assistant Chief of Staff G6 (added/realigned from USAAC/HRC).
- Deletes RRS-F (functions distributed throughout HQ staff).
- Adds Direct reporting units – RRS and SORB.
Organization and Functions

HQ, United States Army Recruiting Command

For the Commander:

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History. This publishes a revised USAREC Regulation 10-1, which is effective 1 June 2015. This replaces UR 10-1 dated 18 December 2008.

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 US. Army Recruiting Command.

Proponent and Exception Authority. The proponent of this regulation is the Assistant Chief of Staff, G-8. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of GS-13.

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

Supplementation. Supplementation of this regulation is prohibited.

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

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Chapter 1
Introduction

1-1. Purpose
This regulation describes the responsibilities, coordinating relationships, functions and organization of staff elements within the Headquarters, United States Army Recruiting Command (USAREC).

1-2. References
Appendix A contains required and related publications.

1-3. Explanation of abbreviations and terms See Glossary.

1-4. 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 G-3/5, to support any deliberate or contingency planning measures.

1-5. Responsibilities
a. The CoS is responsible for approving changes to this regulation.

b. The Assistant Chief of Staff (ACoS), G-8 will-
(1) Serve as the lead for this regulation.
(2) Advise and assist headquarters staff elements on organizational and functional alignment, standardization, format, and development of statements of responsibility and functions.
(3) Review and coordinate proposed changes and forward recommendations for approval to the CoS.
(4) Recommend changes to the CoS and process approved changes for inclusion in the headquarters Tables of Distribution and Allowances (TDA).

c. Headquarters staff elements will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Semiannually, each staff element will review its structure, functions, and responsibilities and provide updates as needed.

1-6. Universal common task list
The following tasks are performed by all coordinating, special, and personal staffs as required and are not restated in the regulation.

a. Advising and informing the commander.
b. Building and maintaining running estimates.
c. Providing recommendations.
d. Participate in the planning process and prepare plans, orders, and other staff writing.
e. Assessing operations.
f. Managing information within area of expertise.
g. Identifying and analyzing problems.
h. Conducting staff assistance visits.
i. Performing risk management.
j. Performing intelligence preparation of the battlefield.
k. Conducting staff inspections.
l. Conducting staff research.
m. Performing staff administrative procedures.
n. Exercising staff supervision over their area of expertise.
o. Consulting and working with the servicing legal representative.

Chapter 2
Organization, Functions, and Designation of Responsibilities

1 October 2014 through September 2019, USAREC recruits high potential volunteers capable of displaying the competence, character, and commitment of Soldier 2020, a leader in Force 2025, enabling the Army to fight and win in the complex operating environment of the future.

2-2. Organization of USAREC.
USAREC consists of a headquarters element, 6 recruiting brigades, 44 recruiting battalions, 3 detachments and 2 districts 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).

* See appendix B for responsibilities and functions description

Figure 2-1 USAREC Organization Chart
Chapter 3:
Headquarters USAREC

Section I: Organization of HQ USAREC

3-1. Command group
   a. Commanding General.
   b. Deputy Commanding General (Operations).
   c. Deputy Commanding General (Support).
   d. Chief of Staff
   e. Deputy Chief of Staff
   f. Command Sergeant Major.
   g. Commanding General’s Initiative Group.

3-2. Coordinating Staff
   b. ACoS, G-2 (Intelligence).

* See appendix B for unit responsibilities and functions.

Figure 3-1 HQ USAREC Organization Chart
3-3. Special Staff
   a. Secretary of the General Staff.
   b. Executive Services.
   c. Recruiting Standards Directorate.
   d. Command Retention
   e. Command Operations Center.
   f. Command Safety.
   g. Equal Opportunity.
   i. Headquarters Company.

3-4. Personal Staff
   a. Command Chaplain.
   b. Inspector General.
   c. Staff Judge Advocate.
   d. Command Psychologist.

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. Functions.
      (1) Oversee operations of the Recruiting Standards Directorate (RSD), Special
Operations Recruiting Battalion (SORB), and Recruiting and Retention School (RRS).

(2) Provide oversight of intelligence, operations, planning, training, leader development, marketing, advertising, and recruiting standards functions across the command.

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. Functions.
      (1) Provide oversight of administrative, logistic and resource management functions across the command.
      (2) Advise the CG on USAR resources, policies and programs affecting the United States Army Reserve (USAR) mission and governing USAR Soldiers and their Families.

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.
   b. Functions.
      (1) Supervise, synchronize and direct headquarters staff elements.
      (2) Coordinate activities with lateral commands and higher headquarters.
      (3) Maintain effective internal control of allocated resources and manpower authorizations within the headquarters.
      (4) Approve and ensure proper and efficient use of recruiting assets throughout the headquarters with regard to appropriated funds, authorizations, and manpower.

3-9. Deputy Chief of Staff
   b. The DCoS serves as the senior USAREC liaison to Fort Knox Army Garrison. The DCoS directly supervises Executive Services, Safety and the Command Operations Center (COC).

3-10. Command Sergeant Major
   a. The CSM is the senior enlisted advisor to the CG and supports the CG in the execution of duties. The CSM is the principle advisor to the CG in all matters relating to enlisted personnel.
   b. Functions.
      (1) Provide relevant input to shape institutional and sustainment training for the field force and NCO leadership development.
      (2) Provide information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other problems of enlisted Soldiers.
      (3) Mentor brigade sergeants major and maintain informal liaison with sergeants major of subordinate commands.
      (4) Accompany the CG on inspections and staff visits. Make separate observations and information inquiries on activities of enlisted personnel to understand and support their views and concerns.
      (5) Interact with other Army commands (ACOMs) and major subordinate commands' sergeants major to educate the Army on recruiting matters and garner support for the recruiting effort.
      (6) Advise the CG on all matters pertaining to reenlistment issues.
3-11. Commanding General's Initiative Group

a. The CIG conducts critical thinking, innovation management, and executive communications in direct support of the CG. The CIG is responsible to assist the CG understand, visualize, and describe unfamiliar problems and develop approaches to solve them. The CIG supports command group special initiatives and events. The CIG assists the CoS integrate staff efforts across functional domains.

b. The CIG coordinates externally on command level special initiatives with DA staff, TRADOC staff and subordinate elements, international armies, civilian industries, and research agencies. The CIG coordinates with G-3/5 for complex or unfamiliar problems and transitions responsibility to the G-3/5 upon approval of the operational concept. The CIG coordinates USAREC messaging with the G-7/9 public affairs office, strategic initiatives and innovations with G-2, G-3/5, G-6, and G-8, and research, studies, and analysis with the G-2 and G-3/5. The CIG coordinates command group communications for Congress, higher headquarters, key leaders, and special visitors with all USAREC staff elements.

c. Functions:

(1) Develop the CG’s priorities and objectives ensuring nesting with higher headquarters.
(2) Develop and synchronize the CG’s executive engagement plan and communications.
(3) Prepare the CG for participation in GO level forums/conferences and events as required.
(4) Provide special topic research, analysis and writing for the command group.
(5) Attend CG events to observe and capture major concepts, lessons or results.
(6) Coordinate strategic level external events hosted by the CG.
(7) Monitor business/science advances, research, and studies to drive innovation.
(8) Execute CG special initiatives in support of transformative change.
(9) Provide legislative liaison and congressional engagement support.
(10) Assist the CG and staff in framing problems, defining end state conditions challenging assumptions and broadening the understanding of the operational environment.
(11) Conduct independent critical reviews and analysis of plans and concepts to identify potential weaknesses and vulnerabilities.
(12) Assist in identifying areas for assessment.

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Figure 3-2 Commanding General's Initiative Group Organization Chart
Section III: Coordinating Staff

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

3-12. ACofS, G-1

a. The ACofS, 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 is responsible for the preparation of Annex F (Sustainment), Appendix 3 (Personnel Services Support) of the USAREC Recruiting Operation Plan.

b. The G-1 coordinates with G-2 and G-8 to accurately position the recruiting force. The G-1 also coordinates with the chaplain and command psychologist on the Ready and Resilient Campaign, the command psychologist on recruiter screening, the G-3/5 on alignment of RRS training with assignments, the G-8 on Military Pay policy, and the Staff Judge Advocate (SJA) on position of special trust and authority actions and recruiter reliefs.

c. Functions.

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

(2) Proponent for MOS 79R and perform 79R Career Branch Functions.

(3) Manage and execute the Ready and Resilient Campaign (R2C), including sustaining wellness efforts for Soldiers, Civilians and Families.

(4) Provide timely and accurate essential personnel services that affect Soldier status, readiness, and quality of life.

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

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

(7) Manage and track all congressional inquiries.

(8) Manage and execute the USAREC SHARP Program.

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

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

(11) Establish regulatory requirements and personnel management policies to attract, select, develope, and retain recruiters.

(12) Manage the CP 50 personnel management program for Army Civilians.
3-13. ACofS, G-2

a. The G-2 is the principle staff officer responsible for the recruiting intelligence function and developing the recruiting missions for subordinate elements ICW the G-3/5. The G-2 provides recruiting market intelligence from population demographics, employment, attitudes, and motivators in collaboration with JAMRS, AMRG, ARI, RAND and external research agencies. The G-2 provides model output and recruiting manpower assessments to TRADOC and U.S. Army Manpower Analysis Agency (USAMAA). The G-2 provides market and mission analysis to help the CG allocate, focus, and integrate assets and resources. The G-2 is responsible for the preparation of Annex B (intelligence) and assists the G-3/5 and G-7/9 in the preparation of Annex D (Targeting) of the USAREC Recruiting Operation Plan.

b. The G-2 coordinates with the G-3/5 and Health Services Directorate (HSD) on recruiting mission analysis; the G-3/5 on the recruiting operations forecasting, the G-6 on analysis tools, and the G-3/5 and G-7/9 on targeting. The G-2 coordinates development of recruiter requirements with the G-8 and coordinates position, analysis and evaluation (PAE) actions with the G-1, G-3/5, G-4, G-6, and G-8.

c. Functions.

(1) Provide national and regional market analysis to locate the recruiting market.
(2) Establish regional recruiting mission requirements.
(3) Identify high-value recruiting targets.
(4) Develop the required recruiting force (RRF), organizational boundaries, and recruiter positioning.
(5) Provide market analysis tools for subordinate elements.
(6) Provide survey capability for the command.
(7) Functional training proponent and trainer for brigade and battalion S-2s.
(8) Analyze market research to inform recruiting operations.
(9) Manage CP36 and advises the G1 on FA 49 personnel assignments; serves as training proponent for all Operations Research/Systems Analysis (ORSA) functions.

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![Figure 3-4 ACofS, G-2 Organization Chart](image-url)
3-14. ACoF5, G-3/5

a. The ACoF5, G-3/5 is the principle staff officer responsible for recruiting operations, plans and training. The G-3/5 is the command lead for five of the recruiting operations functions: prospecting, interviewing, processing, leading Future Soldiers, training and leader development. The G-3/5 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-3/5 coordinates with TRADOC G3/5/7 for operations, plans and taskings. The G-3/5 leads operational planning teams to develop campaign and operational plans for USAREC, and informs accessions planning at higher headquarters. The G-3/5 is responsible for the Recruiting Operations Plan and ICW the Battle Staff develops the Base Order and prepares Annex A (Task Organization), Annex C (Operations), Annex D (Targeting), Annex M (Assessment), Annex Q (Knowledge Management), Annex R (Reports), Annex Z (Distribution) and publishes approved changes to the command battle rhythm.

b. The G-3/5 coordinates with all HQs staff elements in support of campaign and operational planning requirements, the G-2 and HSD on recruiting mission analysis, the G-2 on the recruiting operations forecasting, the G-2, G-6 and G-7/9 on recruiting application functional requirements and leads management and the G-2 and G-7/9 on targeting operations. The G3/5 coordinates USAREC requirements with the G1, G8, RRS, and TRADOC in support of the SMDR process. The G-3/5 coordinates and synchronizes internal/external recruiting operations and plans messaging with the CIG to ensure consistency of message with internal and external stakeholders. Coordinates with the SGS regarding the command calendar and taskings.

c. Functions.
   (1) Manage recruiting operations for enlisted and special missions. (2) Perform recruiting program management.
   (3) Perform organizational training and training management.
   (4) Conduct operations management.
   (5) Manage the request for information (RFI) and tasking processes. (6) Manages the long-range calendar.
   (7) Lead the targeting process.
   (8) Conduct process improvement.
   (9) Conduct knowledge management.
   (10) Develop recruiting doctrine
   (11) Manage command surgeon & medical waivers.
   (12) Determine enlistment eligibility and recruiting policy.
   (13) Execute virtual recruiting operations.
   (14) Develop campaign and operational plans.
3-15. ACofS, G-4

a. The ACofS, G-4 is the principal staff officer responsible for the oversight of all equipment, non-tactical vehicles, recruiting and Family leased housing facilities, and procurement of all supply and service contracts for the command. The G-4 is a sustainment function that develops logistical policy and recommends logistical support requirements for the recruiting force. The G-4 prepares Annex F (Sustainment) for the USAREC Recruiting Operations Plan, in coordination with the G-1, G-2, G-6, G7/9, G-8, Chaplain, Command Psychologist, and EO staff elements.

b. Functions.
(1) Manage property
(2) Manage transportation.
(3) Manage facilities and government leased housing.
(4) Provide contract oversight.
(5) Provide acquisition planning and support.
3-16. **ACofS, G-6**

a. The ACoS G-6 is the principle staff officer responsible for information management and information technology (IT). The G-6 is responsible for information management and information resource management. The G-6 administers all command publications and forms. 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. The G-6 coordinates with the G2 and G3/5 and is responsible for Annex H (Signal) of the USAREC Recruiting Operation Plan.

b. Functions.

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

(2) Ensure compliance and standardization of IT basis of issue throughout the command and compliance with Army information security standards.

(3) Manage and control all network capabilities and services.

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

(5) Manage and distribute official military mail.

(6) Manage recruiting requirements for the Army Recruiting Information Support System (ARISS) and provides automation solutions in support of the recruiting mission.

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

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**Figure 3-7 ACoS, G-6 Organization Chart**
a. The ACoS G-7/9 is the principle staff officer responsible for integrating the outward and inward face of Army recruiting through outreach events, marketing materials (paid and non-paid), public affairs traditional media relations and command information as well as social media execution for internal and external messaging. The G7/9 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.

b. The G-7/9, ICW the G-2 and G-3/5 assist, integrate and supervise execution of the command’s marketing plan through the fusion/targeting cell process. The G7/9 jointly works with the G-3/5 in the Military Decision Making Process (MDMP) process for nationally tasked marketing support events and is responsible for coordination with Army Marketing and Research Group (AMRG) to synchronize the national marketing strategy with local execution. The G-7/9 is responsible for Annex D (Fires) and Annex J (Inform and Influence) of the USAREC Recruiting Operation Plan.

c. Functions.
   (1) Conduct Public Affairs programs through command information, media relations and community relations in support of the recruiting mission.
   (2) Develop and execute annual advertising, education, marketing, outreach and public affairs plans. Leverages research in the production of all released products.
   (3) Manage the development, creation, production and quality of advertising and public affairs materials for the RA, AR, special missions, (Army Medical Department (AMEDD) and local recruiting advertising programs.
   (4) Ensure local marketing plans and locally developed creative materials are synchronized with the national strategy.
   (5) Primary education advisor, conducting education outreach and education policy development to support recruiting operations.
   (6) Develop, and maintain USAREC partnerships/sponsorships and outreach with academic, civic, ethnic, veteran and other established organizations and associations.
   (7) Provide technical guidance and training for education, advertising, marketing, outreach, promotional, and public affairs programs at brigades and battalions.
   (8) Executive agent for Enterprise Marketing Management (EMM) system execution, VAMP funds allocation, and marketing plan compliance.
   (9) CP 22 and CP 31 career program manager for the command.
   (10) Manage social media.

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**Figure 3-8 ACoS, G-7/9 Organization Chart**

a. The G-8 is the principal staff officer to formulate, allocate, administer, and review funding and manpower programs. The G-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-8 coordinates current year and future year program objective memorandum (POM) funding requirements with TRADOC G-8 and HQDA officials. The G-8 identifies additional manpower needs and submits proposals to TRADOC and HQDA G-3/5/7 for additional manpower authorizations in the annual Total Army Analysis process. The G-8 provides input to TRADOC to develop modeled funding and manpower requirements for the RRS in the Structure and Manning Decision Review (SMDR) process. The G-8 documents changes in recruiter placement and organization adjustments in the force structure, address, and ZIP Code realignment (FAZR) system and incorporates those changes into the annual Target Alert Data Display Set (TAADS) updates to TRADOC and DA G-3/5/7. The G-8 is responsible for Annex F (Sustainment), appendix 2 (Financial Management) of the USAREC Recruiting Operation Plan.

b. The G-8 coordinates with the G-1, G-2, G-3/5, G-4, and G-6 on PAE actions for the placement of recruiters and organizational boundary realignments; with G-1, G-2, TRADOC G-8, and DA G-3/5/7 on changes in recruiter requirements and direct military overstrength requirements; with HSD, Medical Recruiting Brigade, and Medical Command (MEDCOM) on manpower needs for medical recruiting organizations; with G-1 and Office of the Chief Army Reserve (OCAR) on documentation and manpower needs for the Army Reserve recruiting mission.

c. Functions.

1. Provide and oversee accounting and fiscal policy for all levels of the command.
2. Allocate funding and manpower authorizations at all levels of command.
3. Manage force structure and documentation of manpower and equipment requirements and authorizations.
4. Conduct manpower studies and reorganizations initiatives.
5. Develop and submit future year manpower and funding requirements in the Tactical Asset Allocation (TAA), POM, and SMDR.
6. Document recruiter placement and organizational boundary realignments in the unit's PAE.
7. Functional training proponent and trainer for brigade and battalion resource management personnel.
8. Manage CP11 and CP 26 career programs.
3-19. 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 coordinates recruiting activities, as required with HQDA, Office of the Surgeon General (OTSG), Army G-1, the Office of the Chief, Army Reserve (OCAR) and the Office of the Chief, Chaplains (OCCH), and allocates resources for health care programs and (incentive) options.

b. The HSD works closely with the G-3/5, and G-2 on recruiting mission and mission analysis. Responsible for Annex C (Operations), Appendix 6 (Health Services Division (HSD) Operations and Tab A (Special Missions Accession Board Schedule) of the USAREC Recruiting Operation Plan.

c. 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 branches, 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-3/5.

   (4) 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-3/5 and the Medical Recruiting Brigade.

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

   (6) Coordinate, implement, and manage all AMEDD recruiting incentive programs in coordination with G-3/5, Medical Recruiting Brigade (MRB), HQDQ, OTSG, Army G-1, OCAR and OCCH.

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

Figure 3-10 Health Services Directorate Organization Chart
Section IV: Special Staff

3-20. 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) Maintains the HQs battle rhythm, command calendar and coordinates the command calendar
      (2) Manages and tracks internal staff taskings.
      (3) Speaks on behalf of the CoS, ICW the G-3/5 master events calendar.
      (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.

3-21. Executive Services
   a. The executive services chief is the executive services and protocol subject matter expert for the command. The executive services staff element plan, arrange, and execute red carpet treatment for official visits, ceremonies, special events, conferences, and social events hosted by headquarters command group. Advise subordinate units on all protocol matters.
   b. Functions.
      (1) Advise the command regarding protocol policies, procedures and official courtesies.
      (2) Interface with international and domestic guests visiting USAREC to identify any unique requirements necessary for proper planning and execution of the protocol during their visit.
      (3) Coordinate all conferences, ceremonies, receptions, and other special events hosted by the CG, DCG, CoS, or DCoS.
      (4) Communicate with Fort Knox tenant activities and higher headquarters to develop and maintain Social Rosters, Distinguished Visitors Reports and Significat Events reports allowing for visibility of protocol engagements at HQ, USAREC.
      (5) Maintain an invitation list of community leaders for their attendance at command events.
      (6) Coordinate with the Fort Knox Protocol Office as necessary.
      (7) Official Representation Fund (.0012) custodian for the CG IAW AR 37-47.
      (8) Provide visual information and audiovisual support for command group hosted events.

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Figure 3-11 Executive Services Organization Chart
3-22. 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 improprieties. RSD is responsible for Appendix 3, Tab H of the Recruiting Operation Plan.

b. The RSD coordinates with SJA, G-3/5, IG, HSD, as well as BDE RST and BJA personnel.

c. Functions.

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

(2) Manage the USAREC Headquarters Investigative Program pertaining to all allegations of RI.

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

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

(5) Assist in the conduct of investigations.

Figure 3-12 Recruiting Standards Directorate Organization Chart

3-23. Command Retention

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

b. The command career counselor coordinates with the G-1 for 79R reclassifications and 79R reliefs; assigns retention mission to brigades; endorses all brigade retention actions to HRC for processing.

c. Functions.

(1) Manage all reenlistments, extensions, reclassifications, special programs, MOS Administrative Retention Reviews (MAR2) and exception to policy for the HQs, and subordinate units.

(2) Provide career counseling for Soldiers within the area of responsibility and advise unit commanders and command sergeants major on current retention policies and procedures.

(3) Use the Remote Technical Assistance and Information Network (RETAIN) system, Case Management System (CMS), eMILPO, Enlisted Distribution and Assignment System (EDAS), e-Profile, iPerms, and Transfer of Education Benefits system to ensure USAREC Soldiers are fully qualified for retention and receive benefits accordingly.
3-24. Command Operations Center

a. The COC chief is responsible for management and execution of the USAREC security program. The COC chief manages the USAREC Force Protection/Antiterrorism/Physical Security Programs and all serious incident and disaster reporting for the command. The COC chief provides security requirements Operations Security (OPSEC)/Intelligence, processes security clearances, and provides physical security for the headquarters. The COC is responsible for the preparation of Annex E (Protection), Appendix 1 (Annual Threat Assessment) and Appendix 2 (Antiterrorism Month) for the USAREC Recruiting Operation Plan.

b. The COC interfaces with G-4 (facilities) and the HHC (facilities manager) and with the TRADOC G-34 (Emergency Management Program) and G-2 (Force Protection).

c. Functions.
   (1) Manage the command operations center.
   (2) Manage all serious incident reports for the command.
   (3) Manage the CG’s critical information requirements.
   (4) 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.
   (5) Provide support and coordination for all force protection related incidents.
   (6) Manage and execute the headquarters building access and security mission.
   (7) Perform and manage personnel security requirements.
   (8) Maintain communications for First Responder support with the Ft Knox Emergency Operations Center (EOC).
   (9) Provide and maintain all secure communications and storage of classified documents for USAREC HQ.
   (10) Sexual Harassment and Rape Prevention Program (SHARP) representative; directing all SHARP communications to BDE SARC representatives.
   (11) Liaison with 902 Military Intelligence and Criminal Investigation Division.
   (13) Maintain, control and track the Army Disaster Accountability and Assessment System (ADPAAS) for USAREC.
   (14) Maintain coordination with DA mortuary affairs and the General Officer Management Office (GOMO) to provide support for all Soldiers lost in combat.

3-25. Command Safety

a. The safety officer 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, TRADOC, Garrison and Cadet Command safety programs. The safety officer is responsible for the preparation of Annex E (Appendix 3 - Safety) of the USAREC Recruiting Operations plan.

b. The safety officer interfaces with the G-1, (projected accident losses), G-3/5 (training/taskers/events for approval process), G-4 (vehicles), the Inspector General (correct safety issues uncovered by inspectors) and HHC (coordinate headquarters safety issues).

c. Functions.
   (1) Implement the command safety and occupational health program.
   (2) Implement the accident prevention program.
   (3) Provide accident prevention material and training for civilian and military safety personnel.
   (4) Review risk assessments and recommend risk-reduction control measures for all operations.

3-26. Equal Opportunity

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

b. The EO establishes an effective link with TRADOC, Fort Knox, and USAREC subordinate elements on training, taskings, analyzation of climate assessments, Diversity Outreach awards, complaint processing, ethnic observances and staff assistance visits. The EO works closely with SHARP/Sexual Assault Resource Center (SARC), IG, SJA, public affairs, G-1, G-3, EEO, executive services, chaplain, and command psychologist to coordinate timely responses to issues, concerns, observances and taskings.
c. Functions.
   (1) Manage the command's EO 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 EO matters. Coordinates timely responses to EO 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 EO. Provide awareness on human readiness concerns, and make recommendations for program improvements.
   (6) Receive, review and process EO complaints. Provide complaint guidance, assistance, and recommendations IAW regulatory compliance.
   (7) Manage, conduct, evaluate and assist with EO education programs, training programs, and ethnic observances. Provide awareness of EO programs, complaint procedures and the EO link to unit readiness, and cohesion.
   (8) Promote understanding and guidance of the EO program. Assist commanders with command climate surveys and assessments in order to enhance morale and develop solutions to enhance Soldier performance.

3-27. Equal Employment Opportunity
   a. The EEO is the principle staff officer responsible for equal employment opportunity functions and managing the CG’s EO program for subordinate elements. The EEO provides data and barrier analysis from civilian population demographics acquired from the Civilian Business Objects Productivity and Complaints data bases. The EEO provides analysis output to support TRADOC’s Management Directive 715 requirement. The EEO coordinates with IMCOM and Defense Civilian Personnel Advisory Service (DCPAS) on current EEO complaints.
   b. The EEO coordinates with the G-1, SJA, CoS, principle staff officers, brigade and battalion staff and supervisors on work place conflicts, the reasonable accommodation process and civilian incentive awards. The EEO coordinates with the Military EO Office on analyzing the organization’s climate survey and assistant visits to subordinate elements.
   c. Functions.
      (1) Manage the EEO Program. Recommend command wide policy and guidance to reduce or prevent discrimination.
      (2) Provide advice, support, education, and training for leaders and civilian employees with regard to EEO and diversity principles.
      (3) Monitor and analyze EEO complaints. Prepare all required EEO reports for submission to TRADOC, to include: EEO Program Annual Status Report, 462 Report, Disabled Veterans Affirmative Action Program Plan, and Annual Hispanic Employment Report.
      (4) Conduct EEO program evaluations of HQ staff, RRS, brigades and battalions.
      (5) Provide recommendations for issues concerning discrimination complaints and analyze complaints quarterly to ensure processing is in compliance with published guidelines.
      (6) Identify, review, and analyze potential barriers affecting low participation rates of individuals with targeted disabilities.
      (7) Collect and process demographic data concerning all aspects of equal opportunity climate assessments, awards, promotions and hiring actions.

3-28. HQ Commandant/Headquarters and Headquarters Company
   a. The HHC commander provides support to USAREC personnel within HQ USAREC and the RRS. 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. The HHC commander coordinates with all HQ staff elements to facilitate administrative actions to include: GOVs, facility, and grounds management.
      (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 SGLV 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) Oversee the headquarters Recycling Program.
(16) Manage scheduled and unscheduled maintenance of all headquarters facilities located on Fort Knox.
(17) Manage task orders against the Post Maintenance contract.

Figure 3-13 HQ Commandant /HQ Company Organization Chart
Section III: Personal Staff

3-29. 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. The chaplain is responsible for Annex F (Sustainment), Appendix 4 (Religious Support) of the USAREC Recruiting Operation Plan and advises the CG. The chaplain coordinates with Strong Bonds representatives in the Office of the Chief of Chaplains, TRADOC Chaplains, USAR Chaplains, ARNG Chaplains, Religious Support Office (RSO) on installations, civilian clergy, hospital personnel, and directors of funeral homes.

b. The chaplain coordinates activities with the command group and staff elements, brigade unit ministry teams (UMTs), key leaders in subordinate units, the RRS, Chaplain Recruiting, and specified tasks with G-1, G-3/5, G-6, Executive Services, PAO, and G-8 on contracts and budget.

c. 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 3-14 Command Chaplain Organization Chart
3-30. Inspector General

a. The 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 IG performs the four IG functions—inspections, assistance, investigations, and teaching and training—for the specific purpose of enhancing the command’s readiness and warfighting capability.

b. The IG coordinates with the G-3/5 in the planning and execution of the Organizational Inspection Program. The IG coordinates with SJA and RSD during investigations and is responsible for Annex U of the USAREC Recruiting Operation Plan.

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.

(4) Teach and train.

(5) Provide assistance.

Figure 3-15 Inspector General Organization Chart
3-31. 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. The SJA interacts with the Office of the Judge Advocate General, the TRADOC Staff Judge Advocate, and Office of General Counsel.

b. The SJA coordinates with other staff elements as necessary.

c. Functions.


(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.

d. Additional duty considerations. Paralegal Specialists, Paralegal Noncommissioned Officers (NCOs), Legal Administrators, and Judge Advocates will not be assigned regular duties inconsistent with their military occupational specialty when such duties will delay the processing of legal actions or create a potential conflict of interest. Such duties include assignment to long-term details that delay processing legal actions. Additionally, all personnel under the responsibility of the Staff Judge Advocate are exempt from unit detail rosters because of the nature and potential conflict such details create with their legal duties. All requests for an exception to this policy will be directed through the Deputy Staff Judge Advocate (DSJA) to the SJA, who will forward a recommendation to the Chief of Staff for final decision.

Figure 3-16 The Staff Judge Advocate Organization Chart.
3-32. Command Psychologist

a. The command psychologist provides direct advise 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 risk and behavioral health surveillance, advisement, and oversees the management of care. The command psychologist is responsible for the preparation of Appendix 5 (Behavioral Health) to Annex F (Sustainment) of the USAREC Recruiting Operation Plan.

b. The command psychologist coordinates with the G-1, HRC, OTSG/MEDCOM on behavioral health suitability assessments for recruiting duty; OTSG/MEDCOM, MEPCOM, and the USAREC Surgeon in the Accessions Medical Standards Working Group; CAL, Bde Behavioral Health Consultants (BHCs), G-3/5 and the RRS 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; ARI, MEPCOM, CSF2 and G-3/5 for psychological assessments during the accessions process.

c. Functions.

(1) Provide health and risk 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) Oversees fatality review boards for non-accidental deaths.
(7) Oversee and facilitate WTU 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 3-17 Office of the Command Psychologist Organization Chart
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 Nonsensitive).

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.

AR 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

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.
Appendix B  
Responsibilities and Functions of Direct Reporting Units

**B-1. Recruiting and Retention College**

- 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.

- The RRC coordinates with G-3/5 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, 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.

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**Figure B-1 Recruiting and Retention College Organizational Chart**
B-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 G3/5 and the MRB. The SORB(A) commander coordinates with USAREC G3/5 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 de-conflict 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 (USAJKFWCS).

Operations Forces (ARSOF) community, and USAREC for non-prior service ARSOF recruiting efforts.

![Figure B-2. Special Operations Recruiting Battalion.](image-url)
## Appendix C
### Command Battle Rhythm

**C-1. Command Battle Rhythm**

a. Battle rhythm is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (FM 6-0, May, 2014)(ADRP 5-0, May, 2012).

b. A clearly defined battle rhythm enables shared understanding for USAREC staff and subordinate organizations and enhances planning and synchronization of command level events.

c. Battle rhythm events.

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<th>Assist</th>
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<td>XO</td>
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**USAREC Battle Rhythm Events.**
Glossary

Section I
Abbreviations

ACOM
Army command

ACofS
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
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

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
Precommand 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 College

RSD
Recruiting Standards Directorate

SGS
Secretary general staff

SIR
Serious incident report

SGLV
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

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

None