

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Monroe, Virginia 23651-1047

\*TRADOC Regulation 10-5-3

20 July 2010

Organization and Functions

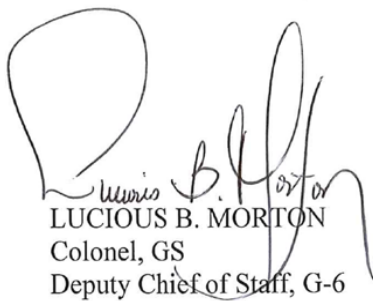
UNITED STATES ARMY ACCESSIONS COMMAND

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FOR THE COMMANDER:

OFFICIAL:

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Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff



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**History.** This publication is a major revision. The portions affected by this major revision are listed in the summary of change.

**Summary.** This regulation prescribes the organization, mission, and functions of the United States Army Accessions Command (USAAC).

**Applicability.** This regulation applies to all elements of USAAC.

**Proponent and exception authority.** The proponent (lead) for this regulation is the United States Army Accessions Command. The lead has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations.

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

**Supplementation.** Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the United States Army Accessions Command, (USAAC), Deputy Chief of Staff G-5, Building 6434-5, Fort Knox, KY 40121.

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\*This regulation supersedes TRADOC Regulation 10-5-3, dated 20 January 2006.

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**Suggested improvements.** Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended changes to Publications and Blank Forms) directly to United States Army Accessions Command, Deputy Chief of Staff, G-5, Building 6434-5, Fort Knox, KY 40121. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program Proposal).

**Distribution.** This TRADOC regulation is available only on the TRADOC Homepage <http://www.tradoc.army.mil>.

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### Summary of Change

TRADOC Regulation 10-5-3  
Organization and Functions, U.S. Army Accessions Command

This major revision, dated 20 July 2010-

- o Updates the United States Army Accessions Command mission statement.
  - o Updates mission, organization, and responsibilities of United States Army Accessions Command staff elements and subordinate commands.
  - o Updates United States Army Accessions Command organization titles to G-staff titles.
  - o Reflects changes in personal and special staffs due to base realignment and closure move to Fort Knox.
  - o Reflects changes from Human Capital Enterprise forum.
  - o Reflects changes in the status of United States Army Accessions Command due to the separation of Initial Military Training.
  - o Adds the Liaison Officer staff element.
  - o Adds the Directorate of Officer Accessions.
  - o Makes administrative changes throughout.
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## **Chapter 1 Introduction**

### **1-1. Purpose**

This regulation defines and delineates the organization, functions, and responsibilities for the States Army Accessions Command (USAAC) and subordinate organizations.

### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in [appendix A](#).

### **1-3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this regulation are explained in the [glossary](#).

### **1-4. Responsibilities**

a. The TRADOC Deputy Commanding General (DCG)/Chief of Staff (CoS). The TRADOC DCG/CoS will approve changes to this regulation.

b. The USAAC Deputy Chief of Staff (DCS), G-5 Plans. The DCS, G-5 Plans will:

(1) Serve as the lead for this regulation.

(2) Ensure that TRADOC Regulation (TR) 10-5-3 is consistent with TR 10-5 and is coordinated and integrated across USAAC before developing recommendations for change.

(3) Review and coordinate proposed changes and forward recommendations for approval to the TRADOC DCG/CoS.

c. The TRADOC DCS, G-8 (Resource Management). The G-8 will:

(1) Advise and assist USAAC organizations on organizational and functional alignment.

(2) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources to assist USAAC.

d. USAAC Headquarters (HQ) staff and directors. USAAC staff and directors will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Given the dynamic nature of military transformation and the operational environment, each organization will routinely undertake a critical analysis and review of its structure, functions, and responsibilities. An annual update of this regulation will integrate these results. This will ensure USAAC remains an agile, innovative organization.

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### **1-5. Scope**

- a. This regulation focuses on the organization, functions, and responsibilities of USAAC. It describes USAAC's major organizational structure, functions, major responsibilities for subordinate organizations, and relationships between these organizations and their assigned responsibilities.
- b. The U.S. Army Recruiting Command (USAREC), the U.S. Army Cadet Command (USACC), and the U.S. Army Accessions Support Brigade (USAASB) have separate internal supporting regulations to describe their structure, functions, and major responsibilities.
- c. This regulation describes how USAAC supports the functions assigned to TRADOC.

### **1-6. Policy**

- a. Responsibility for missions and tasks to USAAC's subordinate agencies will be decentralized to the maximum extent possible.
- b. TRADOC has designated lead and assist assignments to specify responsibility and relationships among senior leaders and organizations. Designation of lead and assist assignments is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.
  - (1) **Lead:** The TRADOC organization having primary responsibility for a function, task, or role. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of planning, execution, and integration across all applicable doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. The lead organization that receives assistance from other organization(s) or staff element(s) is responsible for ensuring the supporting organization(s) or staff element(s) understands the assistance required.
  - (2) **Assist:** TRADOC organizations or staff elements that provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization aids, complements, or sustains another organization and is responsible for providing the assistance the lead organization requires.
  - (3) **Staff management:** The responsibilities of the staff to assist and coordinate lead organization's efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

**1-7. General organizational requirements**

Each USAAC organization structures elements to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element oriented toward accomplishing missions; groups similar functions; eliminates functions and structures that become nonessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

**Chapter 2**

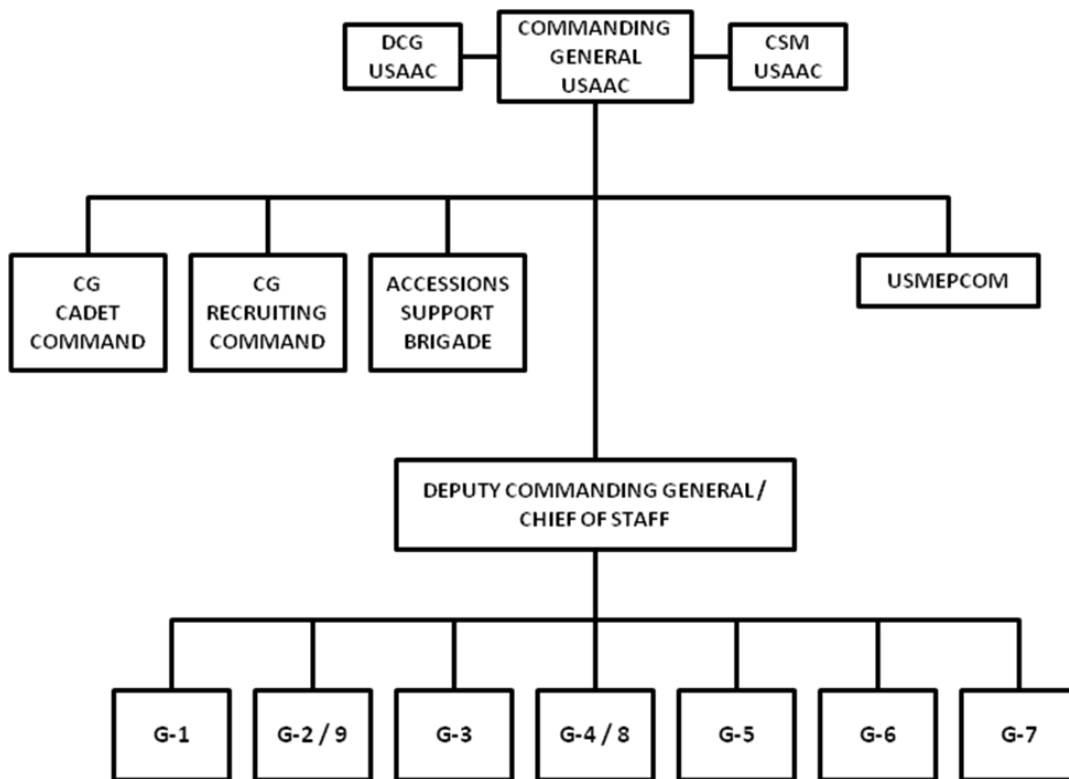
**U.S. Army Accessions Command**

**2-1. Mission of USAAC**

USAAC recruits qualified volunteers and initiates training them in the Warrior Ethos, transforming each civilian into a Soldier/Leader, prepared for initial military training (IMT) in support of Army Force Generation requirements.

**2-2. Organization of USAAC**

The USAAC consists of a HQ element and three subordinate commands: USACC; USAREC; and the USAASB. The Commanding General (CG), USAAC is executive agent for the United States Military Entrance Processing Command (USMEPCOM) (see [figure 2-1](#)).



**Figure 2-1. U.S. Army Accessions Command**

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a. The HQs USAAC consists of a command group, special staff, personal staff, and coordinating staff.

b. The USAAC receives taskings through the approved command tasking procedure outlined in [chapter 14, paragraph 14-1.b of TR 10-5](#). Taskings in USAAC are received and coordinated through the secretary of the general staff (SGS) and the G-3.

### **2-3. Lead functions of USAAC**

USAAC is the lead for one of TRADOC's core functions: acquire.

a. Acquire.

(1) Execute accession of the officer, warrant officer, and enlisted populations into the regular Army (RA) and the U.S. Army Reserve (USAR).

(2) Consists of worldwide enlisted, officer, and special mission recruiting operations for the RA, the USAR, the Army Medical Department (AMEDD), Reserve Officers' Training Corps (ROTC), Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), the Judge Advocate General Corps, and the Chaplain Corps.

b. Designated TRADOC lead in coordination with (ICW) Human Capital Enterprise (HCE) stakeholders for the following core functions:

(1) Distribute. Assists the U.S. Army Human Resources Command (HRC) with the function of assigning available Soldiers to positions based on Army requirements and priorities.

(2) Sustain. Assists the HRC in attending to the well-being of people. Includes programs directed specifically at the quality of life and the well-being of Soldiers, civilians, retirees, their Families, and the employers of Reserve component (RC) members.

(3) Transition. Assists the HRC and its focus on assisting Soldiers, civilians, and their Families through changes associated with moving among components and/or to the private sector.

(4) Structure. Assists the Army Capabilities Integration Center (ARCIC) in the human resources portion of the Army's force development function where personnel requirements and authorizations are determined and documented. This includes the manpower management functions that determine requirements, obtain manpower, and allocate resources. The structure function provides the authorizations for the acquire and distribute functions.

(5) Develop. Assists the Combined Arms Center (CAC) with its programs to assist personnel in planning their careers through a sequence of events that range from accession, training (scheduling), classification, assignment, utilization, retention, and separation from service, and includes management of programs such as evaluation, promotion, and command selection systems.



## **2-4. Assist functions of USAAC**

USAAC assists the military source operations leaders of TRADOC's core functions (IMT, functional training, leader development, and requirements determination).

- a. IMT. Assists the DCG, IMT in its mission to set standards for and provide training in the competencies and behaviors needed to become a Soldier and subsequently to succeed as a member of an Army unit and contribute to unit mission accomplishment.
  - b. Functional training. Assists CAC with the synchronization of post-IMT functional training and in the identification of capabilities and development of requirements for future functional training needs.
  - c. Leader development. Assists ARCIC and CAC by developing and coordinating precommissioning and cadre training; developing, coordinating, and synchronizing enlisted and officer training, as appropriate; and identifying capabilities and requirements for future leader development needs.
  - d. Requirements determination. Assists ARCIC in the identification of potential gaps in the capabilities of future new accessions and new requirements related to how the Army recruits and transforms civilians into Soldiers as part of the human dimension.
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## **Chapter 3 Headquarters, U.S. Army Accessions Command**

### **Section I Command Group**

#### **3-1. Commanding General, USAAC**

- a. Mission. Provides command, control, and coordination of the Army's officer, warrant officer, and enlisted accessions processes from initial contact to preparation for IMT. Develops and implements plans, programs, organizations, and resources to accomplish the USAAC mission. Develops, directs, and executes the Army's strategic communications plan in support of the accessions mission. Serves as the DOD Executive Agent for the USMEPCOM.
- b. Functions and responsibilities.
  - (1) Provides command and control for assigned organizations: HQ USAAC, USAREC, USACC, and the USAASB.
  - (2) Represents CG, TRADOC in matters relating to the Army's officer, warrant officer, and enlisted accessions process from first contact to preparation for IMT.

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(3) Responsible for planning, programming, budgeting, and execution of the Army's marketing and advertising program.

(4) Establishes TRADOC policy for the development and conduct of officer training to include Basic Officer Leaders Course (BOLC) A and OCS.

(5) Establishes funding priority for the accessioning process. Directs and is responsible for the Senior ROTC and Junior ROTC.

(6) Serves as Senior Army Commander and Commander of the Human Resource Center of Excellence and Fort Knox.

#### **3-2. Deputy Commanding General, USAAC**

a. Mission. Principal adviser to the CG, USAAC on all matters concerning RC affairs.

b. Functions and responsibilities.

(1) Represents the CG, USAAC by supporting and/or participating in forums for the RC recruiting and ROTC.

(2) Advises the CG, USAAC on Army accessions policies, procedures, and processes with emphasis on the integration of RC-unique requirements.

(3) Serves as USAAC representative to the Army Reserve Human Capital General Officer Advisory Panel.

(4) Maintains liaison with TRADOC DCG, Army National Guard (ARNG); and TRADOC DCG, U.S. Army Reserve (USAR); Deputy Chief Army Reserve (DCAR), USARC, and other key RC senior leaders across the HCE.

#### **3-3. Deputy Commanding General, Chief of Staff, USAAC**

a. Mission. Directs the HQ USAAC staff. Responsible for the support, interpretation, and dissemination of USAAC policies, plans, and decisions to subordinate units and appropriate staff sections.

b. Functions and responsibilities.

(1) Manages training and development of the HQ staff.

(2) Functions as the senior coordinator to subordinate and higher HQ.

(3) Approves and ensures proper and efficient use of USAAC resources.

### **3-4. Deputy Chief of Staff, USAAC**

a. Mission. Integrates actions internal and external to the command. In the absence of the DCG/CoS, USAAC, directs the activities of the staff.

b. Functions and responsibilities.

(1) Serves as principal assistant to the DCG/CoS, USAAC for operations and activities of the USAAC staff.

(2) Responsible to the DCG/CoS, USAAC for congressional activities and issues, and special actions.

(3) Coordinates projects and staff actions which cross normal staff boundaries as directed by the DCG/CoS, USAAC.

### **3-5. Deputy Chief of Staff, Reserve Affairs**

a. Mission. Assists the DCG/CoS, USAAC in executing all USAAC's missions and functions that impact the RCs. Supports the DCG information mission area.

b. Functions and responsibilities.

(1) Advises the USAAC senior leadership and USAAC staff on matters related to the RCs.

(2) Monitors the integration of the total force perspective into planning and execution of USAAC's missions and functional responsibilities.

(3) Monitors and evaluates the utilization and training of USAR personnel within USAAC.

(4) Coordinates closely with the senior active guard reserves in USAREC and USACC. Maintains liaison with the offices of the TRADOC DCG, ARNG and TRADOC DCG, USAR; Department of the Army (DA) G-1; and USARC G-1.

### **3-6. Command Sergeant Major**

a. Mission. Functions as the senior enlisted adviser to the CG, USAAC for all enlisted policy and training matters.

b. Functions and responsibilities.

(1) Provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other concerns of enlisted Soldiers within the accessions community.

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- (2) Mentors and maintains liaison with sergeants major of subordinate commands.

### **3-7. Office of the Commanding General, USAAC**

a. Mission. Provides administrative management of the CG, USAAC's office and develops the CG, USAAC's short- and long-range schedules.

b. Functions and responsibilities.

- (1) Coordinates travel for the CG, USAAC.
- (2) Manages the CG, USAAC's time and information flow.

### **3-8. Commander's Planning Group**

a. Mission. Conducts strategic planning; coordinates, synchronizes, and executes communications activities and critical actions; and assists the CG, USAAC in the accomplishment of his duties.

b. Functions and responsibilities.

- (1) Provides support as the CG, USAAC directs.
- (2) Supports development of CG, USAAC initiatives and plans future engagements.
- (3) Serves as an independent and unconstrained analysis tool for the command group.
- (4) Manages long range calendars to ensure strategic focus is maintained.
- (5) Prepares the CG's speeches, briefings, presentations, and articles.
- (6) Coordinates the CG's participation in 4-star level forums and conferences, installation visits, outside the continental United States trips, and other events as required.
- (7) Delivers key messages for the CG to select internal and external audiences in order to better inform them on the efforts of USAAC.

### **3-9. Secretary of the General Staff**

a. Mission. Acts as executive officer for the DCG/CoS. Serves as principal administrative and protocol assistant to the CoS and coordinates command group actions.

b. Functions and responsibilities.

(1) Tasks, coordinates, and tracks all administrative staff actions the CG and the DCG/CoS generate.

(2) In conjunction with the G3, tasks, coordinates, and tracks all tasks from HQ TRADOC and higher HQs. Passes operational and subordinate unit tasks to G3 for further tasking.

(3) Analyzes, processes, and follows up on all correspondence and staff actions to ensure proper coordination, correctness, timeliness, and completion of assigned actions for the command group.

(4) Schedules and coordinates CG and DCG/CoS command and staff meetings, conferences, and awards ceremonies.

(5) Directs the preparation of itineraries for distinguished visitors to the headquarters and monitors their execution.

(6) Acts as the informal point of contact for liaison officers (LNOs).

### **3-10. Liaison Officer**

a. Mission. The LNO conducts staff liaison with the TRADOC staff on behalf of the CG, USAAC.

b. Functions and responsibilities.

(1) The LNO serves as the trusted agent and conduit between USAAC and HQ TRADOC to facilitate communication and coordination of operations and requirements.

(2) The LNO ensures that the TRADOC staff is informed of AAC direction, focus, and relevant initiatives. The LNO also ensures that the AAC command and staff have situational awareness of TRADOC plans, initiatives, and policies which might impact AAC missions.

### **3-11. Command Historian**

a. Mission. Develops, publishes, and executes USAAC's historical program and activities. Advises the CG, USAAC; HQ USAAC staff; and USAAC subordinate commands of the requirements of the Army Historical Program and the TRADOC Military History Program. Integrates historical perspectives in the USAAC planning and decisionmaking processes on organizational, mission, and functional issues.

b. Functions and responsibilities.

(1) Coordinates with record managers to ensure the collection, appraisal, and appropriate disposition of documents of historical interest to the USAAC.

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(2) Performs historical research.

(3) Prepares monographs on topics and events of historical significance to the USAAC and the Army.

(4) Prepares the USAAC annual historical report.

(5) Represents USAAC to the historical profession.

(6) Conducts oral history exit interviews with senior officers and civilians.

## **Section II Special Staff**

### **3-12. Command Safety Office**

a. Mission. The Command Safety Office advises the CG, USAAC on all safety, accident prevention, and risk management related issues. The Safety Office provides command interface with Army safety staff, Army command safety offices, and Federal agencies and ensures compliance with applicable laws and codes.

b. Functions and responsibilities.

(1) Program management.

(a) Develops and publishes safety policies and guidance. Reviews and interprets safety and occupational health statutes, standards, and policies promulgated by higher HQs or other regulatory agencies for application to command missions and operations.

(b) Establishes and maintains records of accident experience, surveys and inspections, training, and inventories.

(c) Integrates safety and occupational health and risk management goals, programs, and evaluation criteria into USAAC's strategic plans.

(d) Coordinates with subordinate command safety personnel concerning trends and issues relating to USAAC units.

(2) Safety education, training, and promotion.

(a) Provides education and training as required by laws, statutes, regulations, and policy to promote safety awareness.

(b) Promotes safety and risk management education, safety awards program, promotional items, and safety awareness campaigns.

(3) Inspections, surveys, and assessments. Conducts inspections, evaluations, surveys, and assessments as required by laws, statutes, regulations, and policy for USAAC subordinate commands, units, or activities.

(4) Accident reporting and investigation. Develops, publishes, and disseminates lessons learned based on analysis and findings from safety evaluations and investigations, and accident and experience trends.

(5) Hazard analysis/countermeasure development.

(a) Assesses identified hazards to ensure hazard is expressed in terms of accident and hazard probability by a risk assessment code.

(b) Ensures an abatement plan is developed and posted for risk assessment 1 and 2 hazards that are not corrected within 30 days.

### **3-13. Command Surgeon Office**

a. Mission. The Command Surgeon's Office exercises staff management over health services within USAAC and the accessions process.

b. Functions and responsibilities.

(1) Advises the CG, USAAC on health-related issues of the command and the accessions process. Facilitates the development of concepts, requirements, and products relating to the command and the accessions process.

(2) Monitors health care at command installations and activities.

(3) Formulates USAAC policy on health matters.

### **3-14. Command Equal Employment Opportunity Office**

a. Mission. The Command Equal Employment Opportunity (EEO) Officer serves as the principal advisor to the Senior Commander, Human Resources Center of Excellence, HQ USAAC, and dispersed mission commanders of the USAAC, USAREC, and USACC for all EEO matters. The EEO Officer ensures that commandwide EEO programs are conducted in accordance with law and regulation, while striving to attain and maintain a model EEO program compliant with the EEO Commission's Management Directive 715.

b. Functions and responsibilities.

(1) Recommends commandwide EEO policy and guidance.

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(2) Strives to attain and maintain compliance with all Federal statutes, regulations, and EEO Commission management directives governing EEO.

(3) Advises leaders, managers, and supervisors to ensure compliance with, and incorporation of, EEO principles in all human resource and capital management practices.

(4) Directs, monitors, and analyzes the commandwide EEO Complaint Processing and Alternative Dispute Resolution Programs.

(5) Conducts EEO program evaluations of commandwide activities to determine effectiveness of the overall EEO program.

(6) Provides EEO training.

### **3-15. Command Equal Opportunity Office**

a. Mission. The Equal Opportunity (EO) Office formulates, directs, and sustains a comprehensive effort to maximize human potential and ensure fair treatment for all persons based on merit, fitness, and capability in support of readiness.

b. Functions and responsibilities.

(1) Manages EO programs for Soldiers and Family members.

(2) Responsible for advising the commander on environments necessary to eliminate discriminatory behaviors or practices that undermine a positive command climate.

### **3-16. Command Retention Office**

a. Mission. The Command Retention Office is responsible for overseeing the retention program for the command.

b. Functions and responsibilities.

(1) Administers unit-level oversight over retention and reenlistment support.

(2) Ensures access to retention counselors.

### **3-17. Headquarters & Headquarters Company**

a. Mission. The Headquarters & Headquarters Company supports USAAC's assigned Soldiers.

b. Functions and responsibilities.



(1) Provides general and unit level Soldier administrative support including in-processing, out-processing, Soldier personnel actions, military awards, evaluations, and enlisted promotions.

(2) Maintains unit statistical data, additional duty appointments, alert rosters, hometown news releases, and duty rosters.

(3) Initiates requests for individual training, assignments and reassignments, the Army Married Couples Program, remission or cancellation of indebtedness, conscientious objector status, sole surviving son or daughter status, and permissive temporary duty travel.

(4) Manages unit-level Soldier readiness to include Army Substance Abuse Program, unit funds, nonappropriated funds, line-of-duty investigations, Family support and readiness programs, and weight control program.

(5) Maintains Soldier support files, ensures personnel are provided, or have access to, mandatory training, officer and NCO professional development, and manages the unit physical training program as well as periodic testing.

(6) Administers unit-level discipline, military justice, and suspension of favorable actions.

(7) Administers unit-level management of retention and reenlistment support, and ensures access to retention counselors.

(8) Provides unit-level logistic support for Soldiers such as unit patches, unit insignia, and other similar items of supply.

### **Section III Personal Staff**

#### **3-18. Command Chaplain Office**

a. Mission. The Command Chaplain is responsible for the religious program in the USAAC. This includes performing or providing religious support; advising commanders and staffs on matters of religion and morale; assisting in establishing an ethical and spiritual command climate; and in maintaining ethical and humanitarian leadership practices.

b. Functions and responsibilities.

(1) Provides pastoral care and religious ministration.

(2) Plans, assesses, conducts, monitors, and supports training for chaplains and chaplain assistants.

(3) Develops and implements chaplaincy policy and plans for the command.

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- (4) Assists in conducting staff assistance visits and assessments.

### **3-19. Command Inspector General Office**

a. Mission. The Inspector General (IG) serves as an extension of the CG, USAAC by providing an independent and impartial assessment of the morale, welfare, and discipline of the command and reports on other matters that impact upon the economy and/or efficiency of the command.

b. Major functions.

(1) Inspections. Tailored to meet the commander's needs; focuses on systemic issues and root causes for noncompliance.

(2) Assistance. Receives, inquires into, records, and responds to complaints or requests for assistance either brought directly to the IG or referred to the IG for action concerning matters of Army interest.

(3) Investigations. The IG conducts formal fact-finding examinations into allegations, issues, or adverse conditions that provide the directing authority a sound basis for making decisions and taking action. The IG also conducts investigative inquiries which are informal fact-finding examinations into allegations, issues, or adverse conditions that are not significant in nature – as deemed by the command IG or directing authority – and when the potential for serious consequences are not foreseen.

(4) Teaching and training. Teaches and trains Army systems, processes, and procedures; and standards of behavior and appearance.

c. Responsibilities.

(1) Provides assistance, advice, and management of all IG-related matters to the command and subordinate elements.

(2) Evaluates and analyzes data for trends affecting command goals.

(3) Conducts assistance visits and sensing sessions to assess climate of the command.

(4) Prepares formal reports of special inspections for the CG, USAAC.

### **3-20. Staff Judge Advocate**

a. Mission. The Staff Judge Advocate (SJA) leads and manages the Consolidated Legal Office, provides legal support to the CG, USAAC and the USAAC staff, and the U.S. Army Garrison; and provides legal support as required to all other units on Fort Knox where those units' legal offices are not staffed to provide such support. The Office of the SJA (OSJA)

provides accurate, timely, and practical legal advice regarding ethics, environmental law, contract law, fiscal law, labor law, military justice, adverse administrative actions, Soldier personnel law, operational law, domestic operational law, and a myriad of complex legal issues regarding Army accessions and installation operations.

b. Organization. The OSJA accomplishes its mission through one consolidated legal office with different divisions. The consolidated OSJA consists of six divisions: Executive/Administrative Division, Administrative Law Division, Military Law & Ethics Division, Criminal Law Division, Claims Division, and Legal Assistance Division.

c. Functions and responsibilities. The SJA, USAAC provides legal advice to the CG, USAAC; the USAAC command group; and other USAAC elements and Army organizations where those elements' legal offices are not staffed to do so. The SJA exercises technical channel supervision of other legal offices on the installation.

(1) Executive/Administrative Division.

(a) Provides advice and guidance to the USAAC command group and other USAAC elements.

(b) Provides guidance, support, and technical supervision of other brigade- and command-level legal offices as required.

(c) Leads and manages the consolidated OSJA.

(d) Provides administrative support to OSJA personnel.

(2) Administrative Law Division. Advises HQ USAAC and staff and subordinate USAAC commands, the U.S. Army Garrison, as well as all other units on Fort Knox where their legal offices are not staffed to provide such advice, regarding various administrative law issues including:

(a) Installation law issues (including safety and security of the installation, morale, welfare, and recreation programs, litigation, military Family members, visitors, and state and local government relationships).

(b) Civilian personnel and labor law matters including EEO complaints, Merit Systems Protection Boards litigation, Civilian Personnel Litigation and Federal Labor Relations Authority and Federal Services Impasse Panel issues, and other matters related to civilian personnel and employment).

(c) Intellectual property law issues (including copyright, trademark, and social media).

(d) Travel and transportation legal issues (including accompanying spouse travel, invitational travel authorizations, and military air flight requests).

## **TRADOC Reg 10-5-3**

(e) Government information practices, to include Privacy Act and Freedom of Information Act matters.

(f) Contract and fiscal law matters. Serves as legal adviser for all USAAC contract actions and fiscal authority opinions. Advises on all USAAC and Fort Knox competitive sourcing and insourcing actions. Advises on acquisition ethics issues, to include addressing conflicts of interest and issues associated with contractors in the workplace. Advises on procurement fraud matters. Provides advice to the SGS and other USAAC staff regarding the use of official representation funds.

(3) Military Law and Ethics Division. Provides legal support to HQ USAAC elements, subordinate USAAC commands, and all Fort Knox organizations regarding various military and civilian personnel issues including:

(a) Military personnel law. Provides legal advice regarding such issues as military separations, adverse personnel actions, reduction boards, requests for conscientious objector status, summary courts-martial, and other personnel issues.

(b) Investigations. Provides legal advice to investigating officers and provides legal reviews of investigations including, but not limited to, AR 15-6 investigations, IG investigations, Article 32 investigations, financial liability investigations of property loss, and line of duty investigations.

(c) Domestic operations and operational law. Provides legal advice to HQ USAAC elements and subordinate USAAC commands, as well as to other units on Fort Knox, regarding legal issues related to domestic operations, rules on the use of force, intelligence law, and other operational law issues.

(d) Ethics. Provides legal advice to HQ USAAC elements, subordinate USAAC commands, and all installation organizations not served by an ethics counselor regarding ethics issues including gifts, endorsements, employment restrictions, financial disclosure, use of government assets, and relationships with private organizations.

(e) Environmental law. Provides legal advice to the U.S. Army Garrison and HQ USAAC elements and subordinate USAAC commands regarding all environmental law issues.

(4) Criminal Law Division. Advises HQ USAAC and staff, subordinate USAAC commands, the U.S. Army Garrison, the U.S. Army Deserter Information Point, and other legal offices on the installation regarding military justice matters. Prepares and processes pre- and post-trial court-martial actions and other documentation for action by the General Court-Martial Convening Authority, and supervises the prosecution of court-martials occurring on the installation.

(5) Legal Assistance Division. Provides legal assistance to all eligible clients on and near Fort Knox, to include active duty Soldiers, eligible Family members, and retirees. Provides

Soldier Readiness Program and Reserve Soldier Readiness Program services to units and individuals deploying from and redeploying to Fort Knox. Maintains an effective preventive law program to educate the client base on legal assistance issues. Organizes, prepares, and runs the Fort Knox Tax Center.

(6) Claims Division. Provides carrier recovery and personnel claims to eligible clients on and near Fort Knox and in the geographic area of responsibility that includes Kentucky, Ohio, Indiana, and Michigan. Maintains and runs an effective medical care recovery and tort litigation program to protect the interests of the United States.

### **3-21. Command Public Affairs Office**

a. Mission. The Command Public Affairs Office (PAO) advises the CG, USAAC and the command on public affairs matters. Serves as the principal advisor to the commander on strategic, operational, and tactical public affairs strategies, plans, and operations.

b. Functions and responsibilities.

(1) Serves as the command's official spokesperson in dealings with the news media.

(2) Provides professional and technical expertise to commanders and staffs in the areas of command information, media relations, and community relations.

(3) Coordinates with all staff directorates as necessary for public affairs planning, guidance, strategic outreach, and program review and evaluation.

(4) Initiates, plans, and executes media and community relations engagements for the commander.

(5) Develops and executes information strategies for internal and external audiences.

## **Section IV Coordinating Staff**

### **3-22. Deputy Chief of Staff G-1, Personnel**

a. Mission. Principal staff office for all matters concerning human resource management to include policy, staffing, Soldier readiness, and personnel services as well as commandwide synchronization of Soldier and Family programs.

b. Functions and responsibilities.

(1) Develops and analyzes policy and procedures for effective management of the workforce. Directs the implementation of established policies concerning personnel, and personnel systems and programs; and oversees the assignment of personnel within the command.

## **TRADOC Reg 10-5-3**

(2) Provides oversight over and processes certain personnel actions appropriate to this level of command.

(3) Provides planning and synchronization of policy guidance and professional standards for Soldier and Family support and well-being programs.

(4) Manages awards and decorations policies and programs within the command.

### **3-23. Deputy Chief of Staff G-2/9, Accessions Research**

a. Mission. Conducts strategic level research, studies, and analysis of the accessions process and integrates results for decisionmakers. Conducts studies supporting change management. Analyzes the efficiency of operations and develops related best business practices.

b. Functions and responsibilities.

(1) Provides environmental, macro- and operational-level analysis.

(2) Identifies and understands the market.

(3) Analyzes market communications.

(4) Analyzes the accessions process.

(5) Analyzes cohorts.

(6) Conducts program and policy analysis, evaluation, and prioritization.

(7) Provides data management and collection.

(8) Develops modeling and simulation capabilities.

(9) Provides research integration.

(10) Develops, tests, and analyzes future concepts.

### **3-24. Deputy Chief of Staff G-3, Operations, Training, and Security**

a. Mission. Manages all aspects of current accessions operations and future Soldiers' training.

b. Functions and responsibilities.

(1) Tracks and reports vital accessions data for officer, warrant officer, and enlisted accessions for the RA and the USAR. Monitors to ensure accessions-related issues are visible to the commander and appropriately tasked.

- (a) Tracks and reports on matters related to RA and USAR enlisted accessions operations.
  - (b) Tracks and reports on matters related to RA and USAR officer accessions operations.
  - (c) Tracks and reports on matters related to special mission accessions operations.
  - (d) Track and report on matters related to special programs accessions operations.
  - (e) Coordinates to ensure accessions related issues, including review of all high profile applicant issues, are articulated and addressed in analysis, studies, and research.
  - (f) Represents USAAC at meetings, conferences, seminars, and working groups for enlisted accessions policy, programs, and incentives with DA G-1, TRADOC, HRC, USACC, USAREC, USAR G-1, Office of the Chief, Army Reserve (OCAR), and proponent chiefs.
  - (g) Serves as liaison between subordinate units and higher headquarters.
- (2) Monitors and synchronizes training.
- (a) Monitors, reports, and coordinates completion of mandatory training requirements for HQ USAAC and subordinate command personnel.
  - (b) Monitors allocation of training seats for HQ USAAC and subordinate commands.

**3-25. Directorate of Officer Accessions**

- a. Mission. Coordinates officer accessions policy, strategy, operations, and BOLC A training requirements across the HCE.
- b. Functions and responsibilities.
  - (1) Provides USAAC input relating to accessions for the RA and USAR officer and warrant officer accessions to DA G-1.
  - (2) Monitors and advises on all matters related to active Army and RC officer accessions operations.
  - (3) Monitors and advises on all matters related to officer special mission operations.
  - (4) Represents USAAC at meetings, conferences, seminars, and working groups for officer accessions policy, programs, and incentives with DA G-1, TRADOC, HRC, USAREC, AR G-1, OCAR, Office of the Surgeon General, and proponent chiefs.
  - (5) Coordinates officer Culture and Language Program integration into the ROTC and OCS.

### **TRADOC Reg 10-5-3**

(6) Serves as USAAC staff lead for cadet summer training.

(7) Tracks plans and policy for officer special programs.

(8) Monitors and coordinates officer branching and component selection process with DA G-1 and USACC.

(9) Serves as BOLC A lead for TRADOC quality assurance inspection and accreditation of BOLC A schools.

### **3-26. Deputy Chief of Staff G-4/8, Resources, Management, and Logistics**

a. Mission. Provides staff management for planning, programming, budgeting, and execution of logistics, procurement, and manpower functions for USAAC. The G-4/8 also performs civilian personnel actions for USAAC personnel.

b. Functions and responsibilities.

(1) Collects, validates, and reviews command funding and manpower requirements and monitors program resources and execution.

(2) Evaluates mid-term and long-term accessions investment strategies and develops new and revised strategies where applicable.

(3) Determines funding requirements, obtains resources, and manages appropriations and distribution of all funds received by the USAAC.

(4) Controls allocated and appropriated funds and monitors execution of the USAAC budget. Provides fiscal management for nonappropriated funds.

(5) Prepares impact statements for changes in budget, provides input through TRADOC programming system, and directs and reviews organizational and cost analysis studies.

(6) Serves as HQs USAAC lead for manpower and logistics support programs. Provides direct support to USAAC units for major procurements and contract actions.

(7) Coordinates with the Assistant Chief of Staff for Installation Management or with other military organizations or installations for the acquisition, construction, conversion, alteration, modification, or rehabilitation of recruiting facilities.

(8) Performs civilian personnel actions.



**3-27. Deputy Chief of Staff G-5, Plans**

a. Mission. Provides mid- and long-range planning and develops strategic guidance for USAAC.

b. Functions and responsibilities.

(1) Develops the USAAC Strategic Plan.

(2) Develops the annual operational plan.

(3) Manages transformation issues relating to USAAC.

(4) Conducts and evaluates special projects and performs studies and analyses.

**3-28. Deputy Chief of Staff G-6, Information Management**

a. Mission. Provides information mission area support for USAAC, its subordinate elements, and external customers.

b. Functions and responsibilities.

(1) Transforms the command's vision, mission, and goals into information management (IM) strategies and solutions.

(2) Establishes and monitors information technology policy, goals, standards, and objectives in accordance with established IM strategy, best practices, Federal government acquisition principles, and funding levels.

(3) Plans for and supports specialized services to include voice, video, data, and other specially managed items such as conferencing, toll free access, auto call direction, wireless, and Wide Area Network (WAN) support.

(4) Plans for and supports the multiservice WAN supplying data communications to the Army, Navy, Marine Corps, Air Force, and National Guard recruiting communities and USMEPCOM.

(5) Acquires approved IM equipment and services necessary to support the command's missions.

(6) Ensures users and administrators meet all requirements and regulations regarding need-to-know, training, required documentation, background investigation, and security clearance levels.

**3-29. Deputy Chief of Staff G-7, Strategic Communications, Marketing, and Outreach**

a. Mission. Develops, directs, and executes the Army's strategic communications, marketing, and outreach plans in support of the recruiting and accession missions.

b. Functions and responsibilities.

(1) Manages the contract for recruitment marketing and advertising.

(2) Coordinates and manages strategic communications activities.

(3) Researches and develops the national recruiting marketing and advertising campaign ICW the Assistant Secretary of the Army for Manpower and Reserve Affairs.

(4) Develops strategies for the use of national event and outreach assets through the Accessions Targeting Board ICW USAASB, USAREC, and USACC. Directs the activities of the Contract Advertising Agency in support of national event and outreach programs.

(5) Develops and executes national strategic communications campaigns in support of recruiting and accessions.

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**Chapter 4**

**United States Army Recruiting Command**

**4-1. Mission of USAREC**

Responsible for manning the active Army and the Army Reserve. Manages worldwide enlisted and special mission recruiting operations. Commands HQ USAREC and subordinate field activities located throughout the United States, Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, Panama, Europe, and Asia.

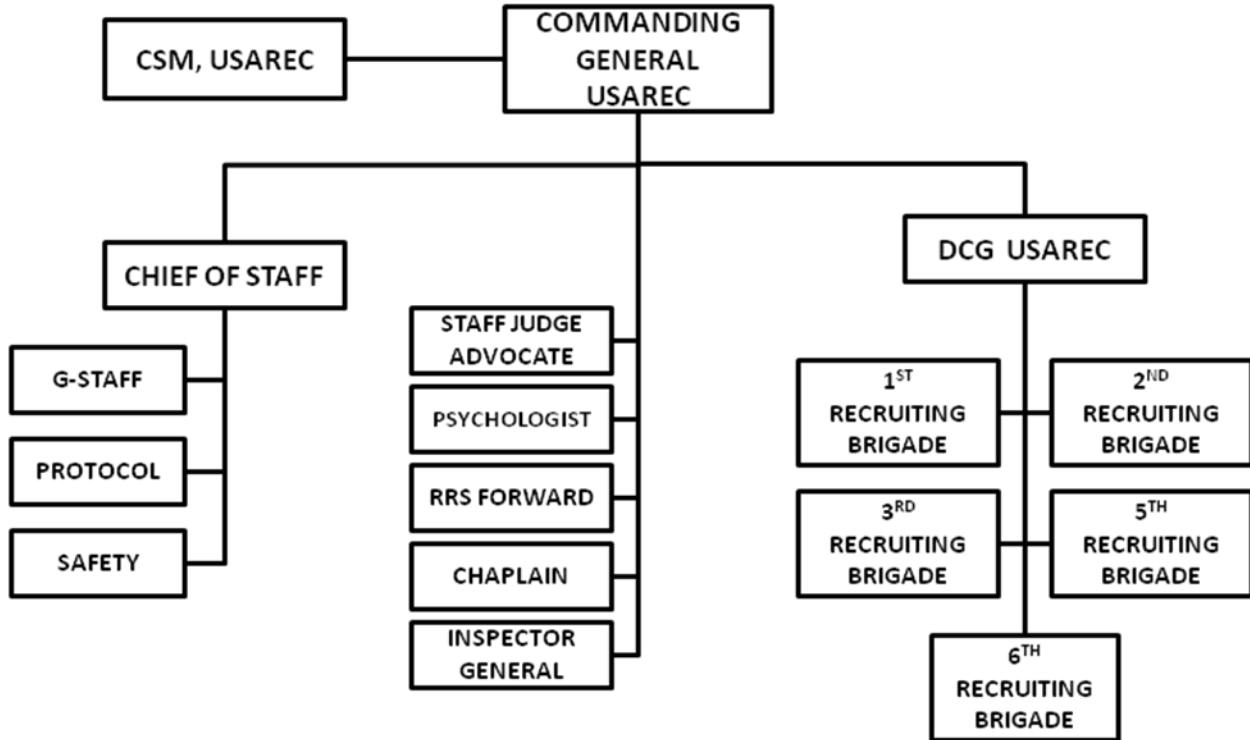
**4-2. Organization of USAREC**

USAREC consists of a HQ staff element and five recruiting brigades. The 1<sup>st</sup> Recruiting Brigade is headquartered at Fort Meade, Maryland. The 2<sup>nd</sup> Recruiting Brigade is at Fort Gillem, Georgia. The 3<sup>rd</sup> Recruiting Brigade is collocated with USAREC HQs at Huntsville, AL. The 5<sup>th</sup> Recruiting Brigade is at Fort Sam Houston, Texas. The 6<sup>th</sup> Recruiting Brigade is located in Las Vegas, Nevada. Each of the five brigades commands up to nine recruiting battalions and an AMEDD Detachment within its geographical area (see [figure 4-1](#)).

**4-3. Functions and responsibilities of USAREC**

a. Recruits U.S. citizens, legal residents, and other qualified individuals for service in the U.S. Army.

b. Recruits for the RA, the USAR, and the AMEDD and assists in ROTC recruiting.



**Figure 4-1. U.S. Army Recruiting Command**

- c. Recruits applicants for OCS, Warrant Officer Flight Training enlistment options, the Judge Advocate General Corps, the Chaplain Corps, and other direct commissioning sources.
- d. Supports the U.S. Military Academy admissions program.
- e. Plans, budgets, funds, and coordinates requirements for resources and provides mission support for all USAREC activities.
- f. Develops and directs the execution of local advertising, event marketing, and public affairs programs in support of USAREC recruiting missions ICW the USAAC G-7.
- g. Receives and processes requests for enlisted recruiting publicity and advertising for Army reenlistment programs.
- h. Budgets for the procurement of publicity and local advertising in support of the RA and USAR enlisted recruiting programs. Provides advertising and public affairs support for AMEDD officer and special mission recruiting.
- i. Establishes and maintains liaison with educators and education associations at the national, state, and local levels; supervises Army recruiting participation in national education conventions.

## **TRADOC Reg 10-5-3**

j. Maintains liaison with recruiting HQs of the U.S. Marine Corps, U.S. Navy, and U.S. Air Force; the Corps of Engineers and district engineer offices; representatives of the General Services Administration; the Military Traffic Management Command; and other agencies on matters directly affecting USAREC operations.

k. Initiates requests, as necessary, through USAAC to obtain administrative, legal, and logistical services from TRADOC, U.S. Army Forces Command, and other agencies as appropriate and required for support of recruiting activities.

l. Conducts recruiting-related analysis and evaluates market intelligence to identify high priority recruiting targets.

m. Responsible for the life-cycle management of the recruiting portion of Career Management Field 79, specifically military occupational specialty (MOS) 79R (recruiter), officer skill identifier 4T (recruiter officer), special qualification identifier 4 (noncareer recruiter), and additional skill identifier V7 (guidance counseling).

n. Responsible for recruiting doctrine and training development executed at the Soldier Support Institute's Recruiting and Retention School. Develops and directs the execution of recruiter training.

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## **Chapter 5**

### **U.S. Army Cadet Command**

#### **5-1. Mission of USACC**

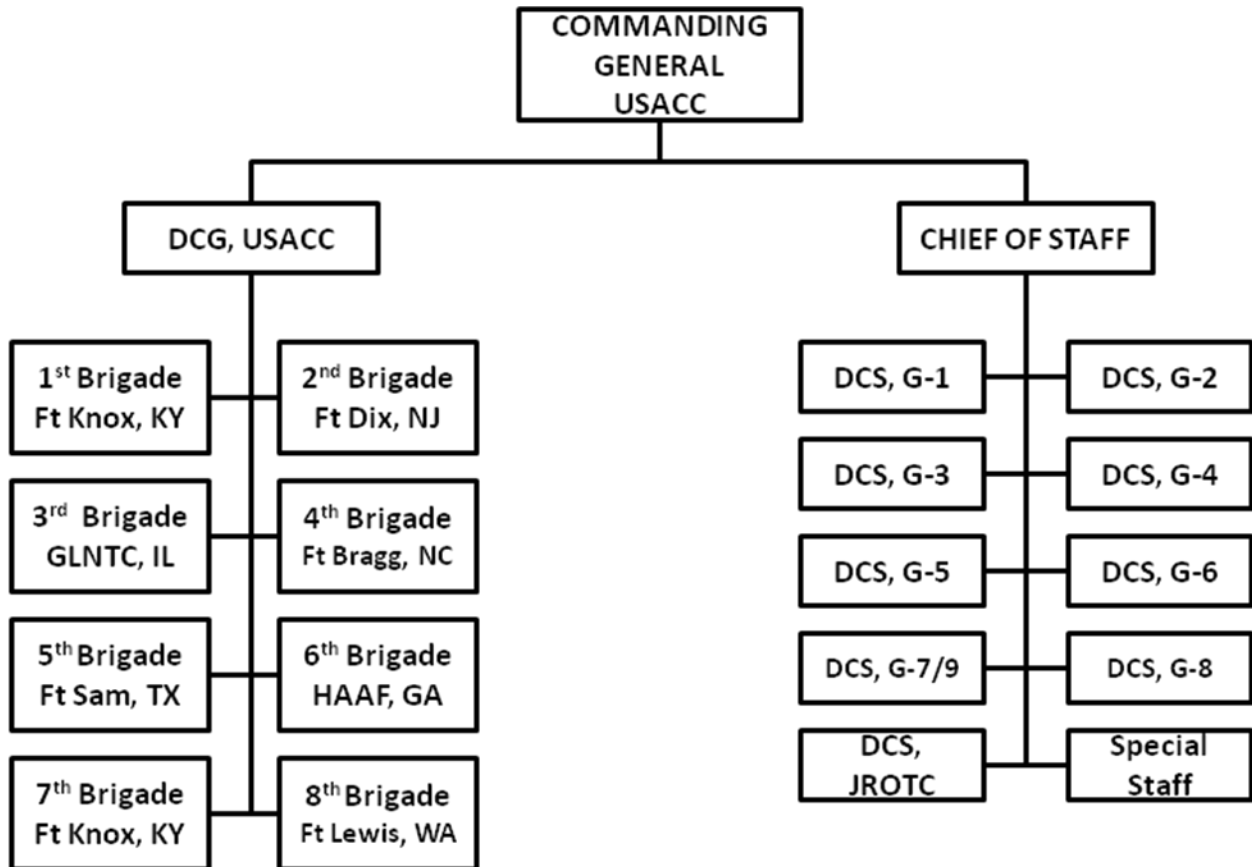
Responsible for recruiting and officer accessions into the Army through the ROTC program. Directs ROTC recruiting and training operations. Develops and implements plans, training, and resources to accomplish assigned USAAC and USACC recruiting and training missions.

#### **5-2. Organization of USACC**

The USACC consists of a HQ element and eight subordinate brigades that command and control the Senior ROTC (SROTC) battalions and Junior ROTC (JROTC) units (see [figure 5-1](#)).

#### **5-3. Functions and responsibilities of USACC**

- a. Directs the SROTC and JROTC programs.
- b. Develops and implements plans, programs, and budgets based on policy guidance from HQ USAAC, coordinates requirements for resources, provides mission support for all HQ USACC activities, and manages and supervises use of all resources.
- c. Recruits, trains, and retains sufficient ROTC cadets to meet the assigned HQDA officer commission mission for the active Army, ARNG, the USAR, and nurses for the Surgeon General.



**Figure 5-1. U.S. Army Cadet Command**

d. Develops requirements for SROTC and JROTC publicity and advertising programs, local advertising, event marketing, and public affairs. Receives and processes requests for contractual requirements to procure publicity and advertising for ROTC programs.

e. Establishes and maintains liaison with educators and associations at the national, state, and local levels. Represents the Army and USAAC in national education conventions.

f. Maintains liaison with the U.S. Navy, U.S. Air Force, USMC, OCS, State National Guard Adjutants General, and other agencies on matters directly affecting HQ USACC operations.

g. Initiates requests for administrative and logistical services from USAAC, TRADOC, U.S. Army Forces Command, U.S. Army Pacific Command, U.S. Army Materiel Command, U.S. Army Information Systems Command, U.S. Army Military District of Washington, and certain overseas commands.

h. Responsible for developing and implementing the officer precommissioning task list. Serves as the instrument through which USAAC fulfills its precommissioning training responsibility.

## TRADOC Reg 10-5-3

i. Develops training programs in conjunction with the TRADOC DCS, G-3/5/7 and USAAC G-3 and conducts training for the ROTC program. Develops and coordinates all aspects of ROTC leader development, education, and training to include cadre training and development. Assists USAAC, CAC, and TRADOC in defining leader development, education, and training requirements.

j. Manages the national SROTC scholarship program.

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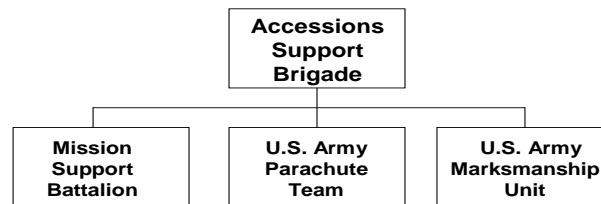
## Chapter 6

### U.S. Army Accessions Support Brigade

#### 6-1. Mission

Provides relevant and responsive support to USAREC, USACC, and the USAR in order to maximize recruiting leads and positive Army impressions to help ensure the Army meets its enlisted, warrant officer, and officer accessions missions. Serves as the command and control HQ for the Accessions Mission Support Battalion, the U.S. Army Parachute Team (USAPT) and the U.S. Army Marksmanship Unit (USAMU).

**6-2. Organization.** Consists of a HQ element, the Main Support Battalion (MSB), the USAPT, and the USAMU (see [figure 6-1](#)).



**Figure 6-1. U.S. Army Accessions Support Brigade**

#### 6-3. Functions and responsibilities

a. Commands and provides mission guidance and intent to subordinate elements.

(1) The MSB supports the accessions effort with professional touring and convention exhibits.

(2) The USAPT supports the accessions effort through parachute jump demonstrations by conducting center of influence (COI) tandem jumps, and through media and public speaking engagements. They maintain their credentials as the world's best parachutists by winning national and international skydiving competitions. Additionally, they support the warfighter through research and development, training, and augmentation to current contingency operations.

(3) The USAMU supports the accessions effort by conducting COI demonstrations, supporting civilian and military marksmanship matches, by conducting shooting clinics for high

school and college students, and through media and public speaking engagements. To maintain their credentials as the world's best shooters, USAMU selects, equips, and trains Soldiers to compete and win interservice, national, international, and Olympic marksmanship competitions. They support the warfighter through research and development, training, and by augmentation to the current contingency operations as marksmanship trainers.

b. Administers and manages all aspects of the Drill Sergeant Exhibitor Program and the Managed Unit Product Account in support of the accessions effort.

c. Develops and administers plans, policies, and programs concerning the scheduling and use of USAASB assets IAW CG, USAAC guidance.

d. Exercises field grade Uniform Code of Military Justice authority within the USAASB and for USAAC personnel at Fort Knox.

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## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

AR 10-5  
Headquarters, Department of the Army

AR 10-87  
Major Army Commands in the Continental United States

TR 10-5  
Organization and Functions, U.S. Army Training and Doctrine Command

TR 350-16  
Drill Sergeant Program

#### **Section II**

##### **Related Publications**

AR 11-7  
Internal Review and Audit Compliance Program

AR 20-1  
Inspector General Activities and Procedures

AR 27-1  
Legal Services, Judge Advocate Legal Services

## **TRADOC Reg 10-5-3**

AR 40-1

Composition, Mission, and Functions of the Army Medical Department

AR 40-5

Preventive Medicine

AR 40-501

Standards of Medical Fitness

AR 145-1

Senior Reserve Officers' Training Corps Program: Organization, Administration and Training

AR 145-2

Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, and Support

AR 165-1

Chaplain Activities in the United States Army

AR 350-1

Army Training and Education

AR 350-51

U.S. Army Officer Candidate School

AR 360-1

The Army Public Affairs Program

AR 385-10

Army Safety Program

AR 690-12

Equal Employment Opportunity and Affirmative Action

FM 7-0

Training the Force

TR 1-11

Staff Procedures

TR 350-6

Enlisted Initial Entry Training (IET) Policies and Administration

TR 350-10

Institutional Leader Training and Education



TR 870-1  
TRADOC Military History Program

**Section III**  
**Referenced Forms**

DA Form 1045  
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028  
Recommended changes to Publications and Blank Forms

**Glossary**

**Section I**  
**Abbreviations**

AAC	Army Accessions Command
AMEDD	Army Medical Department
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARNG	Army National Guard
BOLC	Basic Officer Leaders Course
CAC	Combined Arms Center
CG	Commanding General
CIO	Chief Information Officer
COI	center of influence
CoS	Chief of Staff
DA	Department of the Army
DCAR	Deputy Chief Army Reserve
DCG	Deputy Commanding General
DCG, IMT	Deputy Commanding General, Initial Military Training
DCS	Deputy Chief of Staff
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
EEO	Equal Employment Opportunity
EO	equal opportunity
HQ	headquarters
HCE	Human Capital Enterprise
HRC	Human Resources Command
ICW	in coordination with
IG	inspector general
IM	Information Management
IMT	initial military training

## TRADOC Reg 10-5-3

JROTC	Junior Reserve Officer Training Corps
LNO	liaison officer
MSB	main support battalion
MOS	military occupational specialty
OCAR	Office of the Chief, Army Reserve
OCS	Officer Candidate School
OSJA	Office of the Staff Judge Advocate
PAO	Public Affairs Office
QAO	Quality Assurance Office
RA	regular Army
RC	Reserve component
ROTC	Reserve Officers' Training Corps
SA	Secretary of the Army
SGS	secretary of the general staff
SROTC	Senior Reserve Officers' Training Corps
SJA	Staff Judge Advocate
TRADOC	Training and Doctrine Command
TR	TRADOC regulation
USAAC	United States Army Accessions Command
USAASB	U.S. Army Accessions Support Brigade
USACC	U.S. Army Cadet Command
USAPT	U.S. Army Parachute Team
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USMEPCOM	U.S. Military Entrance Processing Command
WAN	wide area network
WOCS	Warrant Officer Candidate School

## Section II

### Terms

*Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.*

#### **Army command**

An Army force, designated by the Secretary of the Army (SA), performing multiple Army Service Title 10 USC functions across multiple disciplines. Responsibilities are those established by the SA. (AR 10-87)

#### **assist**

TRADOC organizations or staff elements a higher HQs directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or

sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

**basic officer leadership course**

Two part IET for active and reserve officers. BOLC A is conducted during precommissioning (U.S. Military Academy, OCS, or ROTC); BOLC B is a continuation of common core, critical task, and branch technical training conducted after commissioning.

**coordination**

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

**executive agent**

A delegation of authority by the Secretary of Defense, to a subordinate, to act on the Secretary's behalf. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions; or it may be delegated authority, direction, and control over specified resources for specified purposes. (DOD Dictionary of Military Terms)

**key enabler**

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (TR 10-5)

**lead**

The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of execution and integration of all applicable DOTMLPF domains. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- a. Develop, coordinate, and recommend command policy.
- b. Develop, coordinate, and recommend command guidance.
- c. Develop, coordinate, and recommend taskings to execute specific missions or tasks

or provide specific support. (TR 10-5)

**major subordinate command**

A command directly subordinate to, established by authority of, and specifically designated by a major command. (TR 10-5)

**memorandum**

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; pattern of organizations and workflow; and recurring and special

## **TRADOC Reg 10-5-3**

forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 10-5)

### **plan**

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform 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. (TR 10-5)

### **policy**

A high-level plan embracing the general goals and acceptable procedures of an organization, in light of given conditions, to guide and determine present and future decisions. (TR 10-5)

### **program**

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)

### **reception station**

An activity specifically designated to provide receiving orientation, classification, testing, clothing, assignment, and movement of personnel enlisted, inducted, or ordered to active duty.

### **regulation**

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in Army Regulations (ARs) or which support or better define command guidance derived from ARs and DOD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 10-5)

### **requirement**

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

### **staff management**

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

**strategic communications**

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure commandwide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their strategic communications efforts. (TR 10-5)