

CHAPTER 12

CHAPLAIN ACTIVITIES OFFICE

Section I. RESPONSIBILITIES

12-1. CHAPLAIN. The Chaplain, as a member of the Commanding General's personal staff, advises the Commander and staff on matters pertaining to religion, morals, and morale as affected by religion. Provides a comprehensive religious program for all personnel within the Fort Knox military community, to include retirees and their family members. Provides instruction, counseling, and services to enable the military community personnel to successfully cope with the tensions and crises in life.

Section II. FUNCTIONS

12-2. OFFICE OF THE STAFF CHAPLAIN. a. Develops and updates a Community Master Religious Program (CMRP) for the installation.

b. Supervises subordinate branches.

c. Provides denominational services through available commissioned chaplains or clergy and lay personnel endorsed and approved by their respective denominations.

d. Develops and supervises a plan for religious coverage.

e. Cooperates in programs designed to strengthen the organizational structure of this installation, utilizing the principle of organizational development and other management procedures.

f. Serves as a consultant to the Director of the Command and Staff Department, U.S. Army Armor School (USAARMS), on the selection of the USAARMS Chaplain instructor.

g. Develops and updates a Chaplaincy Stewardship Plan-Management by Objectives for Results.

h. Provides chaplain input for the Fort Knox Command Operating Program.

i. Advises the Commander on requirements for chapels and chapel facilities for inclusion in MCA program requests.

j. Administers the Fort Knox Consolidated Chaplain Fund and fiscal support received from the Chief of Chaplains.

k. Exercises professional supervision over all chaplains, chaplain administrators, and chaplain assistants assigned to the installation. Determines requirements for adequate staffing of the Chaplain Activities Program, and provides professional advice to the Commander concerning the assignment and utilization of all chaplains and chaplain assistants assigned to the installation.

l. Directs chaplain-specific procurement activities.

m. Supervises the operation of the Family Life Center.

n. Coordinates with Health Services Command activities regarding chaplain and religious activities.

o. Reviews and approves professional- and laity-development programs.

p. Maintains professional relationships with civilian clergy and ecclesiastical organizations in the vicinity of Fort Knox.

q. Accomplishes professional coordination with chaplains of higher, parallel, and subordinate commands.

r. Provides input for mobilization plans.

12-3. ADMINISTRATIVE/OPERATIONS BRANCH. Provides office support and coordination to include:

a. All routine administrative functions.

b. Coordinate chaplain parish development activities.

c. Coordinate personnel management sections for chaplains.

d. Develop information for the Chaplain Activities office Standing Operation Procedures (SOP).

e. Implement chaplain recruitment and accessioning initiatives.

f. Advise the installation staff chaplain concerning status of programs and administrative actions.

g. Develop mobilization and other operational plans.

12-4. RESOURCE MANAGEMENT BRANCH. This branch provides coordination, control, and management of appropriated and nonappropriated funds, supply and services, facilities management, procurement activities, and general administrative support. These functions include:

- a. Executes the chaplain portion of the Command Operating Program Budget.
- b. Monitors maintenance, replacement, and use of all religious facilities, chaplain supplies and equipment, and standard supplies and equipment.
- c. Provides detailed supervision of nonappropriated Chaplain Funds, appropriated funds, and grant funds from higher headquarters.
- d. Develops chaplain activities office SOP.
- e. Monitors force integration initiatives which impact chaplain activities.
- f. Advises the Installation Staff Chaplain on all administrative, fiscal, and logistical matters.
- g. Prepares Command Master Religious Activities Program.

12-5. CHAPEL CENTERS/RELIGIOUS ACTIVITIES BRANCH. This branch functions under the direct supervision of the Installation Staff Chaplain to provide a comprehensive chaplain activities program in worship, related worship activities, religious education, and pastoral support in counseling and spiritual guidance. Its functions include:

- a. Provides other required worship activities as per Staff Chaplain religious coverage plan.
- b. Establishes and supervises religious education activities for installation soldiers, children, youth, and adults.
- c. Plans and prepares chapel parish activities.
- d. Provides pastoral counseling for individuals, families, and groups.
- e. Secures resources for comprehensive religious programming.
- f. Institutes control procedures for Chaplain Fund accounting.
- g. Advises the Installation Staff Chaplain on religious and moral issues.
- h. Management of supplies and equipment for religious education and worship.
- i. Coordinates and schedules special religious and educational events.

12-6. **CHAPLAIN FAMILY LIFE CENTER.** This center provides comprehensive pastoral programs supporting family wellness, family counseling, family crisis interventions, and family support activities for the soldier families of the installation to include:

a. Provides family life education sessions, family counseling dealing with premarital issues, family abuse, parent/child conflicts, alcohol and drug abuse, intervention in family crises, pastoral support for family members, and sole parent support activities.

b. Provides family enrichment programs.

c. Coordinates with installation family support agencies and refers individuals. Receives referrals from family support agencies, medical facilities, and command.

d. Trains installation chaplain personnel in family intervention skills.

e. Advises the Installation Staff Chaplain concerning family issues and concerns.

f. Serves as a member of the Installation Human Resources and Community Life Council.

12-7. **TRAINING MANAGEMENT BRANCH.** This branch provides general supervision and management of a comprehensive chaplain/chaplain assistant/laity professional development program. Typical functions include:

a. Develops an annual comprehensive training plan for chaplains, chaplain assistants, and chapel laity in coordination with the installation Master Training Schedule.

b. Coordinates annual training for Individual Mobilization Augmentees and Reserve Component annual training for chaplains and chaplain assistants.

c. Develops chaplain annex to installation mobilization plans, identifies mobilization requirements, and the development of Chaplain Activities Office mobilization SOP.

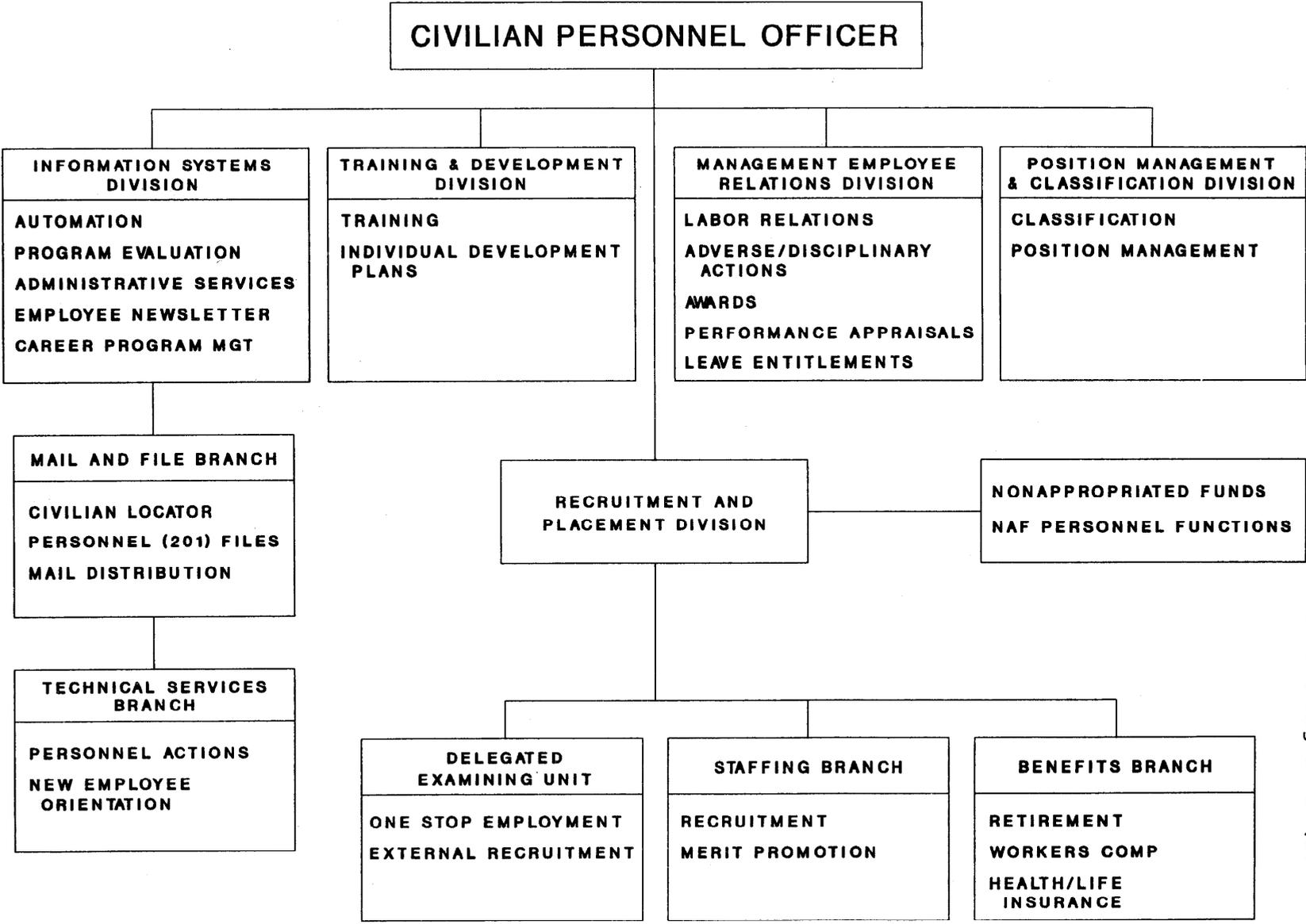
d. Coordinates with G-3/DPTM for training funds and travel orders.

12-8. **INSTALLATION SUPPORT TROOPS CHAPLAIN BRANCH.** This branch provides coordination and pastoral support activities for soldiers, families, and tenant unit personnel of the installation. Typical functions include:

a. Conducts site visits.

- b. Performs command coordination of chaplain support activities.
- c. Provides pastoral counseling for individuals, families, and groups.
- d. Advises staff chaplain and tenant commanders concerning religious support issues, morals, and morale as affected by religion.
- e. Provides Moral Leadership Development Training for installation soldiers and tenant units.
- f. Conducts religious services and religious education in accordance with Staff Chaplain religious coverage plan.
- g. Performs mobilization planning functions for the Staff Chaplain and develops Chaplain Activities Office mobilization training SOP.
- h. Provides support and coordination for Reserve Component chaplains and chaplain assistants.

CIVILIAN PERSONNEL OFFICE



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CHAPTER 13

CIVILIAN PERSONNEL OFFICE

SECTION I. RESPONSIBILITIES

13-1. CIVILIAN PERSONNEL OFFICER (CPO). Plans and directs the administration of central civilian personnel services and provides guidance and assistance to serviced activities pertaining to civilian personnel management; develops, promotes, and monitors civilian personnel policies to meet local needs; and implements policies and directives of the Office of Personnel Management (OPM), Department of Defense (DOD), Department of the Army (DA), Headquarters TRADOC, and headquarters of serviced activities. Represents the installation in external contacts with the OPM, applicants, other civilian personnel offices, educational institutions, and community organizations.

SECTION II. FUNCTIONS

13-2. INFORMATION SYSTEMS DIVISION. a. Analyzes directives of higher echelons for applicability and ensures response; advises on regulatory and procedural requirements; coordinates publication of local policies and regulations; and reviews and negotiates servicing agreements and delegations of authority from tenant commanders. Establishes program plans and priority emphasis areas for the office and evaluates accomplishments.

b. Provides office services for the Personnel Officer; provides data collection and reporting; maintains liaison with the USAISC and payroll office; coordinates, monitors, or prepares reports; and provides employee locator service.

c. Audits personnel actions for legal and regulatory compliance and identifies corrective or preventive action.

d. Serves as the civilian personnel mobilization coordinator and plans/executes all related actions.

e. Administers the Career Program System.

f. Publishes Employee Newsletter and Management Feedback Documents.

13-3. MAIL AND FILE BRANCH. Maintains central records, files, and library of regulations; audits records and files of other divisions and operating supervisors.

13-4. TECHNICAL SERVICES BRANCH. a. Administers the Army Civilian Personnel System (ACPERS). Coordinates scheduling of computer resources, ensures timeliness and accuracy of data input and controlled access to system data, develops/initiates nonstandard information retrieval reports, and

recommends system changes and initiates incident reports to resolve problems and improve system capabilities. Implements and monitors automated systems within the office.

b. Processes personnel actions, including overseas transfers; makes proper distribution of copies of actions and supporting papers; and maintains suspense control and initiates necessary personnel actions.

c. Provides information and employee assistance on employee benefits and determines entitlement; maintains liaison with health benefit carriers; provides initial orientation of new employees; and conducts exit interviews and evaluations.

13-5. TRAINING AND DEVELOPMENT DIVISION. Develops, coordinates, and administers training and development programs; evaluates training needs and accomplishments; furnishes central training services and technical assistance; disseminates information on training opportunities and sources.

13-6. POSITION MANAGEMENT AND CLASSIFICATION DIVISION. a. Studies, develops for local implementation, and monitors policies on position and pay management.

b. Evaluates the position and pay management program to determine its effectiveness in response to management needs; existence of problems; effect upon morale, budget, and mission accomplishment; relationship to other elements of personnel management; and possible courses of remedial action.

c. Provides advice and assistance in establishing position structures that are responsive to career development needs, which provide the most effective and economical distribution of duties for accomplishment of assigned mission, and which maintain a favorable relationship between such factors as authority and responsibility, supervisory ratio, utilization of employees, grouping of comparable grade-level duties, productivity, and motivation.

d. Conducts training and orientation sessions to provide managers and supervisors with knowledge and skills compatible with their assigned position and pay management responsibilities.

e. Analyzes TDA, position structures, grade trends, labor costs, causes of fluctuations in grades, and supervisory participation in survey program; and provides the analyses to managers and supervisors for their information and use in required reports to higher headquarters.

f. Determines or recommends proper title, code, and grade of Civil Service positions.

g. As host installation, coordinates locality wage surveys of private industries to be utilized in establishing and revising Wage Grade employee wage rate schedules.

h. Studies and develops, for local implementation, job evaluation complaints and appeals procedures, and administers the program.

13-7. RECRUITMENT AND PLACEMENT DIVISION. a. Participates with management in ensuring consideration of labor force in organization and position design or redesign; quality in the selection process; adherence to employment goals; and in the areas of competition and qualification requirements, and management needs when counseling employees on career patterns and plans.

b. Analyzes composition of work force, employment trends, and labor markets.

c. Develops, executes, and maintains a positive program of total recruitment effort.

13-8. STAFFING BRANCH. a. Administers various placement programs, to include merit promotion, career placements, details, priority placements, overseas employment, and an applicant supply system.

b. Administers Reduction in Force (RIF) and nonpersonal adverse actions.

c. Develops, coordinates, and administers applicant and employee qualification evaluation programs, ensuring coordination and participation by supervisors and managers.

d. Plans, coordinates, participates, and administers designated special objective employment programs, to include: Handicapped Individuals Program (HIP), Severely Handicapped Recruitment Program (SHARP), and affirmative action in hiring and placements.

e. Administers the Career Management Program and maintains career records.

f. Provides job information services to current employees.

13-9. EMPLOYEE BENEFITS BRANCH. a. Provides retirement counseling to Civil Service employees and processes necessary forms to effect retirement.

b. Administers and monitors the Federal Employee Compensation Act (FECA) and processes job injury/occupational disease claims.

c. Coordinates open season periods for changes in life and health insurance benefits.

13-10. NONAPPROPRIATED FUNDS (NAF) BRANCH. a. Plans and directs the administration of central NAF civilian personnel services. Develops and promotes command NAF personnel policy as prescribed by OPM, DOD, DA, HQ TRADOC, and the installation commander.

b. Advises and/or represents NAF management in consulting with the labor organization, carrying out agreements, and being the principal contact with employee union and NAF activities.

c. Develops policy and administers a responsible Management-Employee Relations Program of constructive discipline for NAF employees. Provides assistance to NAF managers.

d. Develops and administers technical services, to include maintenance of central personnel records and files, processing of personnel actions, and provisions of required employee benefit services.

e. Administers the Position and Pay Management program, to include evaluating supervisory ratios, providing advice and assistance in the development of position structures; conducting training and orientation sessions; scheduling and conducting position management surveys; determining proper title, code, and grade for NAF positions; conducting locality wage surveys; and administering employee job evaluation complaints and appeals.

13-11. DELEGATED EXAMINING UNIT. a. Plans and administers the Delegated Examining Unit for external recruiting and examining of Civil Service and NAF. The unit also coordinates job opportunities of the State Employment Service, with a representative located there. Distributes job applications for AAFES and Fort Knox Section VI Schools.

b. Counsels job applicants on Spouse Preference and other priority or noncompetitive appointment options and serves as the point of contact for civilians transferring from or to other installations.

13-12. MANAGEMENT-EMPLOYEE RELATIONS DIVISION. a. Develops policy and administers program of constructive discipline; processes individual cases of adverse personnel action.

b. Provides assistance to managers and supervisors concerning leave administration, hours of duty, Performance Management System (PMS), pay, disciplinary actions, grievances, appeals, and labor relations; investigates complaints; ensures adequacy of employee services, programs, and facilities.

c. Maintains management-employee communications program; issues employee and supervisor information publications.

d. Advises managers and supervisors concerning employee counseling; informs supervisors of their responsibilities to consult and inform union steward; administers union agreements and resolves grievances and complaints.

e. Promotes and administers the Incentive Awards Program to include recognition devices, awards, and suggestions; furnishes an executive secretary and clerical support to the U.S. Army Armor Center Incentive Awards Committee.

f. Develops and monitors the labor relations program; advises and/or represents management in recognition of employee union, consultation, negotiations, and carrying out agreements; provides principal point of contact with union officials.

**DIRECTORATE OF
RESOURCE MANAGEMENT**

PROGRAM AND BUDGET DIVISION
BRANCHES: NONE

MANPOWER AND EQUIPMENT DOCUMENTATION DIVISION
BRANCHES: NONE

MANAGEMENT ANALYSIS DIVISION
BRANCHES: MGT STUDIES/CA PRODUCTIVITY PROG AND ADMINISTRATION

FINANCE AND ACCOUNTING DIVISION
BRANCHES: QUALITY ASSURANCE PAY/EXAMINATION SYSTEMS OFFICE ACCOUNTING OPNS MGT ACCT/INTERNAL CONTROL & ANALYSIS DISBURSING NAF ACCOUNTING

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CHAPTER 14

DIRECTORATE OF RESOURCE MANAGEMENT

Section I. RESPONSIBILITIES

14-1. DIRECTOR OF RESOURCE MANAGEMENT (DRM). The DRM is the Commanding General's principal staff officer for overall management of manpower and financial matters and is specifically responsible for Commercial Activities (CA) Program administration; accounting policy; management analysis and improvements; manpower management; program development; review and analysis; progress and statistical reporting; budgeting; accounting; and disbursing services.

Section II. FUNCTIONS

14-2. MANAGEMENT ANALYSIS DIVISION. a. Advises DRM and command on management, management improvement, productivity improvement, review and analysis, commercial activities, internal management controls, value engineering, Total Quality Management, committee management, economic analysis, and management information systems.

b. Provides management and productivity improvement advisory services to USAARMC and tenant commands upon request.

c. Develops plans and programs to accomplish actions assigned by TRADOC and DA pertaining to management, productivity improvement, and the CA programs.

d. Serves as Installation Civilian Career Program for CP11, Comptroller.

14-3. MANAGEMENT STUDIES/COMMERCIAL ACTIVITIES BRANCH. a. Conducts management studies and analyses as directed locally or by higher headquarters or as requested by Fort Knox activities.

b. Formulates command policy for management studies and analyses.

c. Provides management advice and assistance to the staff and command.

d. Coordinates with TRAMEA on conduct of Efficiency Reviews and Manpower Staffing Standards Studies that affect Fort Knox.

e. Coordinates with higher headquarters on Base Realignment and Closure (BRAC) studies affecting Fort Knox.

f. Prepares Base Realignment Implementation Plans for BRAC actions and decision packages for other realignment or downsizing actions.

g. Responsible for continued review and reporting of CA functions and subfunctions to determine whether contract operation is more advantageous to the Federal Government than accomplishment of same by DA civilian employees and/or military personnel.

h. Responsible for conducting management studies of CAs to determine the most cost-effective and efficient organization and personnel staffing. Studies encompasses all facets of the studied organization to include personnel, organization structure, equipment, facilities, and supplies utilization.

i. Responsible for the development of the Performance Work Statement - the document used by the contracting office to solicit commercial bids.

j. Reports annual CA inventory through Army and DOD channels to Congress. The inventory reports number of personnel employed in each function, current method of performance (in-house or contract), and the year in which the function will be reviewed. Updates and completes 5-year CA Review Schedule.

k. Prepares CA Proposed Action Summaries (CPAS) for review and compliance. The CPAS provides information such as installation, location, activity and functions to be reviewed; current method of performance; date of last review; mission and population served; manpower analysis, how functions would be performed under contract; rotation base and Space Imbalance Military Occupational Specialty (SIMOS) impacted positions, workforce/union involvement; type of contract; Small Business Administration (SBA) involvement; and a milestone schedule.

l. Performs cost analyses of functions under review which represents the in-house cost estimate for comparison purposes. Documents and substantiates positions during audits conducted by the U.S. Army Audit Agency (USAA).

m. Represents the installation in any appeal procedure resulting from the comparison process.

n. Monitors functions to ensure that no "New Starts" are initiated without prior approval. Conducts initial feasibility studies to determine whether relevant costs are significant enough to submit New Start or Expansion request.

o. Conducts annual reviews of contracted CAs to assure that cost growth is reasonable and contract operations remain the most advantageous to the government.

p. Conducts cost transfer studies when it is suspected that contract operation is no longer the most cost effective mode of operation.

14-4. PRODUCTIVITY PROGRAMS AND ADMINISTRATION BRANCH (PPAB).

a. Administers the Review and Analysis (R&A) program for the installation in accordance with local policy. Assists in the development of local performance measures depicting activity accomplishment. Ensures that follow-up action is taken through normal R&A techniques on areas outside the acceptable performance range.

b. Assists program directors in identifying productivity improvements.

c. Administers the installation Productivity Capital Investment Programs (PCIP) to include Quick Return on Investment (QRIP), Productivity Enhancing Capital Investment Program (PECIP), and Office of Secretary of Defense Productivity Investment Funding (OSDPIF).

d. Administers the USAARMC Committee Management Program and takes appropriate action to limit the number of committees and to preclude establishment of unauthorized committees.

e. Administers the Value Engineering (VE) Program. Coordinates team efforts in systematically analyzing high-cost areas of systems, equipment, operations facilities, procedures, and maintenance to achieve essential functions at lowest cost.

f. Administers the Internal Management Control Program. Assists managers in performing their internal management control responsibilities. Tracks corrective actions on internal control weaknesses, performs training, participates in the Commanding General's Command Inspection Program (CG-CIP), and prepares the Commander's Annual Assurance statement.

g. Compiles the Annual Historical Supplement for the Directorate.

h. Maintains a variety of statistical data for use by the command and for public information services.

i. Manages automated data processing support to the division including system administration, hardware, and software support and automation security.

j. Provides administrative services support for Management Division.

k. Administers the Army Ideas for Excellence Program (AIEP).

l. Administers the installation Total Quality Management (TQM) Program.

m. Compiles and publishes USAARMC Regulation 10-1, Organizations and Functions Manual.

n. Compiles and publishes Fort Knox statistics cards.

o. Administers the Personnel Security Management program for DRM (less FAD).

14-5. MANPOWER AND EQUIPMENT DOCUMENTATION DIVISION. a. Develops, manages, coordinates and executes all aspects of the installation's manpower, equipment, and documentation programs.

b. Provides staff advice and assistance to the DRM, command group, and installation activities on matters related to organizational and functional alignment; manpower requirements, authorizations, and utilization; and equipment management and documentation programs. Provides advisory services to tenant commands upon request.

c. Serves as the installation manpower and equipment management representative at higher headquarters meetings, conferences, and seminars, such as the TRADOC Review of Manpower (TRM) and the DA Structure Manning Decision Review (SMDR).

d. Administers manpower control functions (i.e., overhire, temporary hire, position management, command grade ceiling, directed military, over-strength, special duty).

f. Interprets regulations as pertains to manpower and equipment functions and develops local directives as required, to include USAARMC Regulation 210-6, Special Duty/Detail/Unit Tasking; and 310-2, Equipment Requirements and Authorizations for Individuals, Units, and Activities.

g. Monitors and develops the manpower portion of the Civilian Employment Plan (CEP) for the installation. Develops distribution plans for the allocation/reallocation of manpower authorizations (excluding tenants).

h. Ensures proper utilization of available resources. Conducts manpower surveys and utilization analysis studies to determine or adjust manpower requirements or organizational structure.

i. Applies manpower staffing standards.

j. Participates in MACOM manpower and equipment surveys and implements results.

k. Develops and/or reviews Schedules X and recommends approval/denial for proposed changes in manpower requirements. Maintains official file copies of all DA Forms 140-4 (Manpower Survey Reports - Schedule X - Manpower and Workload Data) for the installation.

l. Provides guidance concerning documentation of personnel and equipment. Determines proper organization structure, job title, MOS, and

grade structure. Prepares and documents peacetime and mobilization Tables of Distribution and Allowances (TDAs) for serviced activities. Maintains Modification Tables of Organization and Equipment (MTOEs) for all United States Strategic Army Forces/General Support Forces (STRAF/GSF) units.

m. Manages and coordinates the installation special duty, borrowed military manpower, and troop diversion programs. Prepares the quarterly Personnel Augmentation Requirements Document.

n. Processes requests for authorization of equipment and assignment of Line Item Number (LIN) for supported units. Acts as executive agent for the commander for approval of commercial nonstandard and noncontrolled standard equipment costing less than \$15,000.

o. Reviews Basis of Issue Plans (BOIPs). Processes requests for modification of Common Tables of Allowance (CTA) for serviced activities.

p. Manages the Installation Equipment Usage Program. Develops detailed implementing instructions and maintains usage records and reports. Evaluates equipment usage data to ensure underutilized equipment is turned-in or justified for retention. Conducts periodic walk-through equipment reviews, including semiannual Commander's Reviews.

q. Serves as the installation coordinator of Installation, The Army Authorization Document System (ITAADS) system. Manages the ITAADS Data Bank and establishes controls for machine processing of documents and changes for installation units/activities, USA Second Region, USA ROTC Cadet Command, and tenant activities.

r. Administers the TRADOC on-line TDA system.

s. Coordinates mobilization planning actions for DRM. Determines manpower and equipment requirements for the MOBIDAs. Participates in mobilization exercises.

t. Maintains data pertaining to the installation portion of the Vertical Force Accounting Structure (VFAS) Troop List for STRAF/GSF units and activities, that reflect unit actions occurring during current and programmed fiscal years.

u. Conducts or participates in force structure organizational studies as directed. Coordinates the execution of force structure programs and policies.

v. Coordinates review of TOE/MTOE changes that are unit-generated and staff actions for installation recommendations which are MACOM-generated.

w. Requests publication of permanent orders regarding changes in force structure, organization, stationing, activation, discontinuance, and inactivation.

x. Prepares recurring and nonrecurring manpower reports as required and develops the Post Population Profile which reflects actual and/or programmed installation strengths.

y. Prepares and publishes the Installation Manpower Resource Document (MRD).

z. Prepares manpower portion of the Installation Contract, Command Operating Budget (COB), and the MACOM Program Objective Memorandum (POM).

aa. Reviews and analyzes Program Budget Guidance with regard to the installation's programs.

bb. Participates in installation realignment studies.

cc. Coordinates, compiles, maintains, and provides data for the installation's master plan, the installation Long Range Plan, and the Army Stationing and Installation Plan. Distributes data to other directorates.

dd. Validates and provides organizational and staff guidance related to MEO requirements. Provides manpower requirements determination analysis for efficiency reviews.

ee. Serves as Installation Civilian Career Program for CP 26, Manpower and Force Management.

14-6. PROGRAM AND BUDGET DIVISION. Perform duties associated with:

a. Long Range Programming:

(1) Prepare Modernization Resources Information Submission (MRIS).

(2) Prepare Long Range Plan (LRP).

(3) Prepare Total Army Analysis (TAA).

b. Budget Formulation:

(1) Analyze and interpret narrative and resource guidance from MACOMs.

(2) Provide specific guidance to program directors (PDs).

(3) Establish local schedules to meet time-phased requirements.

(4) Develop and furnish formats for preparation of budgetary estimates.

(5) Analyze data for reasonableness, consistency of estimates, justification, and compliance with prescribed policies. Recommend changes as needed.

(6) Prioritize programs/unfinanced requirements and make recommendations to ensure programs are balanced and funded based on priority of submissions.

(7) Consolidate data and prepare Commander's narrative for budget submissions.

c. Budget Presentation and Defense:

(1) Convene and attend Program Budget Advisory Committee (PBAC) meetings, Chair Junior PBAC and prepare minutes.

(2) Provide narrative and statistical budgetary justifications data for briefing the Commanding General, staff, directors and representatives from higher headquarters.

(3) Prepare and present budgetary briefings to the DRM, PBAC, and the Commander, as required. Represent the Command at budget reviews and present the Command's position and defend budget requirements to higher echelons.

d. Budget Execution:

(1) Assist in the development of annual plan of execution.

(2) Monitor execution, identify and analyze trends in fund utilization.

(3) Review performance related reports comparing actual with forecasts.

(4) Develop recommendations for budgetary adjustments to support unanticipated changes in programs or operation and prepare and document requests for funds.

(5) Analyze and fulfill specific budget execution reporting requirements.

(6) Coordinate with PDs and higher headquarters to ensure a successful, efficient year-end closeout.

e. Fund Control:

(1) Receive Fund Authorization Documents (FADs) and distribute funds and allowance to PDs.

(2) Issue, monitor, and adjust obligation ceilings.

(3) Advise higher headquarters of requirements for additional funds or funding adjustments.

(4) Establish financial management procedures for review and surveillance of fund subdivisions and limitations.

f. Level II Programming and Budgeting:

(1) Formulate program/budget for DRM-funded activities.

(2) Execute budget for DRM-funded activities to include certification of funds on obligation documents and maintain commitment ledgers.

14-7. FINANCE AND ACCOUNTING DIVISION (FAD). a. Advises the DRM and command on finance and accounting matters.

b. Provides finance and accounting service, to include accounting and reporting on nonappropriated fund activities, to the USAARMC tenant commands and satellite activities in accordance with regulations prescribed by DA, Treasurer of the U.S., and pertinent U.S. statutes governing these matters.

c. Serves as the official custodian for all appropriated resources.

d. Provides comprehensive and timely information as to the status of the installation resources.

e. Responsible for the administrative control of appropriated funds allocated to the installation as directed in AR 37-20 and other pertinent regulations and statutes as implemented locally in USAARMC Supplement 1 to AR 37-108.

14-8. QUALITY ASSURANCE BRANCH. a. Plans, establishes, and implements applicable portions of the Quality Assurance (QA) Program as prescribed by AR 11-37.

b. Coordinates Internal Management Control Program for FAD.

c. Performs audits and reviews in the areas of civilian pay and allowances, accounting, travel pay, commercial accounts, military pay and allowances, disbursing operations, and nonappropriated fund accounting.

d. Performs analysis of Finance and Accounting reports.

e. Performs special studies, surveys, and projects as directed by the FAD to improve overall operational effectiveness and efficiency.

f. Coordinates and monitors inspections/studies of outside agencies (i.e., Army Audit Agency, DA and TRADOC Quality Assurance, IRAC, TRAMEA, etc.) and develops responses to findings representing the views of the FAD.

14-9. PAY/EXAMINATION BRANCH. a. Directs and controls the nature, extent, policies, procedures, and techniques to be used within functional sections of the Pay/Examination Branch engaged in recording, preparation, and computation of pay and allowances and travel entitlements for military and civilian personnel.

b. Furnishes the FAO with analysis and observations pertaining to effectiveness of pay/examination services furnished.

c. Ensures required coordination with all other branches and external activities.

d. Performs reviews of military pay accounts for inprocessing, reenlistments, separations, and special cases.

14-10. SYSTEMS OFFICE. a. Provides technical advice/supervision on all aspects of installation financial management accounting systems with responsibility for resolving problems associated with systems development, implementation, interfaces, and routine processing.

b. Provides accounting policy and procedure interpretation to installation financial managers, and coordinates implementation of new or revised financial management systems procedures.

c. Monitors and evaluates existing accounting systems and procedures to ensure adequacy of accounting operations and reliability of reports, and represents the installation's position on proposals to/from higher headquarters to modify systems/procedures.

d. Establishes and coordinates installation financial management policy/procedures, and provides advice/assistance to financial managers. Serves as proponent for installation's principal financial management regulation.

e. Establishes and coordinates annual fiscal year-end closeout procedures/actions. Serves as proponent for installation circular which prescribes policy and time-phased schedule of actions for closeout period.

f. Serves as sole point of interaction with Directorate of Information Management on systems applications/access and scheduling of processing support. Acts as focal point in DRM for information management responsibilities/action and provides technical advice on personal computer applications.

g. Provides automation and functional training on various aspects of automated system operations to include the use of data entry/inquiry application.

14-11. ACCOUNTING OPERATIONS BRANCH. a. Monitors the receiving, controlling/ validating, and recording of each consumer fund accounting transaction that affects the asset, cost, liability, revenues, and proprietary accounts of the installation and tenant activities. Maintains records reflecting the status of nonstock fund appropriated funds and other financial activity.

b. Performs continuing transaction level reviews and analysis.

c. Establishes, maintains, and monitors a document transmittal control system for all consumer fund source documents.

d. Maintains operational control of all consumer fund accounting documents, listings and reports.

e. Distributes system outputs in accordance with established plan.

f. Reviews, analyzes, and corrects all financial transactions rejected by the system on the Daily Preliminary Balance Listing and resubmits corrected transaction data.

g. Establishes and maintains suspense files for uncleared or suspended TBO transactions.

h. Maintains consumer fund accounts receivable and appropriation reimbursements for installation and tenant activities.

i. Maintains complete retail stock fund accounting records using the STARFIARS systems.

j. Maintains controls over ASF obligation authority and cash allocations.

k. Reconciles, researches, and analyzes open consumer-funded supply/equipment obligations in STANFINS with related records and conditions in STARFIARS and SAILS.

l. Maintains and reconciles ASF general and subsidiary ledger accounts.

m. Reviews and reconciles all prescribed stock fund reports and statements prepared by STARFIARS.

n. Processes payments to commercial contractors and vendors.

14-12. MANAGEMENT ACCOUNTING/INTERNAL CONTROL AND ANALYSIS BRANCH.

a. Provides professional accounting advice and assistance to serviced activities. Solves accounting problems through face-to-face communication with serviced activities and cooperation of all branch personnel.

b. Reconciles and analyzes all status of installation funds, reports and related subsidiary reports and general ledger balances.

c. Monitors, reconciles, researches, and analyzes reimbursable orders and earnings in relation to corresponding obligations and accrued expenditures.

d. Schedules, coordinates, and performs joint reviews and analysis of open reimbursable orders and unliquidated obligations with responsible financial managers.

e. Researches, analyzes, reports, and takes necessary action to effect collection of all accounts receivable.

f. Establishes and maintains performance statistics that reflect the direction of key financial performance indicators.

g. Designs, develops, implements, operates, analyzes, and periodically reports on the results of the IFMIP.

h. Researches, analyzes, reconciles, and monitors all transactions, records, and reports affecting the FAO's cash accountability.

i. Analyzes, monitors, and performs reconciliations of the check recertification program and deposits-in-transit.

j. Reconciles civilian personnel payroll.

k. Ensures that all fiscal year-end balances are properly reflected as beginning in the subsequent fiscal year.

l. Researches, reconciles, and corrects all errors generated by installation expenditure reports.

m. Maintains source documentation files to support open DO deposit account balances.

n. Prepares transmittal papers to forward original vouchers to USAFAC on a monthly basis.

o. Submits TFO reports with copies of vouchers to funded fiscal stations. Researches and corrects rejected TFOs.

14-13. DISBURSING BRANCH. a. Receives, safeguards, and controls disbursement and collection of all public funds, negotiable instruments, treasury checks, travelers checks, and U.S. Savings Bonds charged to the FAD.

b. Maintains daily accountability and cumulative formal accountability documents for the FAD.

c. Maintains noncollectible checks drawn against the Treasurer of the U.S. at this installation and initiates collection action.

d. Provides cashiering services at two permanent and additional temporary locations.

e. Provides scheduling and control of collection and disbursement vouchers; prepares voucher deductions, cash collection vouchers, deposit for cancelled checks, Parts B and C of Statement of Accountability and the Report of Confirmed Deposits; verifies cash and check disbursement and cash accountability.

f. Summarizes Military Pay Vouchers paid daily by cash and check and all Class A Agent payrolls, prepares Summary and Certification Sheet, and controls Debt Obligation Voucher numbers. Processes and forwards travel vouchers and summary sheets.

g. Orders, maintains, prepares, and processes Treasury checks. Prepares magnetic tapes for shipment to the Treasury Department. Implements program to be used by computer system.

14-14. NONAPPROPRIATED FUND (NAF) ACCOUNTING BRANCH. Provides timely, standard accounting and reporting services for all installation Nonappropriated Fund Instrumentalities. In this capacity, the NAF Accounting Branch:

a. Maintains all books of original entry (journals and registers), the general ledger and related subsidiary ledgers.

b. Maintains fixed asset records.

c. Prepares all disbursement vouchers and checks after assuring availability of funds. Signs checks to pay liabilities of serviced funds.

d. Serves as POC between the NAFIs and CNPO.

e. Prepares required financial statements and reports.

f. Prepares other information required or requested by activity managers. Provides technical advice as requested. Performs a financial analysis of each activity's financial statements.

g. Prepares annual CAO budget and assessments.

h. Reconciles bank statement, analyzes banking charges annually to determine needed services and reasonable charges.

i. Arranges disinterested team observers for required fixed asset and resale merchandise inventories.

j. Reviews transmittal letters and attached documents for completeness and accuracy and receipt of required supporting documentation.

k. Makes fund transfers from local bank to central bank.

**DIRECTORATE
OF
PERSONNEL AND
COMMUNITY ACTIVITIES**

**ASSISTANT DIRECTOR FOR
COMMUNITY AND FAMILY
ACTIVITIES**

FINANCIAL MANAGEMENT DIVISION

SERVICES DIVISION
ADMINISTRATIVE BR
NAF PROCUREMENT BR
MAINTENANCE & PROPERTY BR
MARKETING & ADVERTISING BR
RECYCLE BR

FAMILY SUPPORT DIVISION
ARMY COMMUNITY SVCS BR
CHILD DEVELOPMENT SVCS BR
PROGRAMS/PLANS BR
YOUTH ACTIVITIES BR

COMMUNITY OPERATIONS DIVISION
OFFICERS' CLUB BR
NCO/ENLISTED CLUB BR
BOWLING BR
GOLF BR
CIV WELFARE/POST RESTAURANT BR
ANDERSON CLUBHOUSE

COMMUNITY FITNESS & RECREATION DIV
SPORTS BR
OUTDOOR RECREATION BR
LIBRARY BR
ARTS & CRAFTS BR
MUSIC & THEATRE BR
HEALTH PROMOTION BR
INFORMATION, TICKETING AND
REGISTRATION OFFICE
COMMUNITY CENTER BR

**ASSISTANT DIRECTOR FOR
MILITARY PERSONNEL/
MILITARY PERSONNEL DIV (AG)**

INSTALLATION SUPPORT MODULE (ISM)
FUNCTIONAL MANAGEMENT OFFICE
MOBILIZATION PLANS OFFICE
OFFICER STRENGTH MANAGEMENT BR
RETIREMENT SERVICES BR
MILITARY PERSONNEL DIV SUPPORT BR
PERSONNEL RETENTION BR
ENLISTED STRENGTH MANAGEMENT BR
PERSONNEL OPERATIONS BR
PERSONNEL SERVICES BR (RECORDS)
PERSONNEL AUTOMATION BR
PERSONNEL PROCESSING BR
TRAINEE/STUDENT PROCESSING CTR

**COMMUNITY
COUNSELING
CENTER**

**ARMY CAREER
AND ALUMNI
PROGRAM**

**EQUAL
OPPORTUNITY
OFFICE**

**RESOURCE
MANAGEMENT
OFFICE**

15-1

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CHAPTER 15

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES

Section I. RESPONSIBILITIES

15-1. DIRECTOR OF PERSONNEL AND COMMUNITY ACTIVITIES (DPCA). The DPCA is the Commanding General's principal staff officer for personnel, morale, and welfare activities and is responsible for military personnel administration (AG); post exchange; family support activities; nonappropriated fund activities (NAF); Army Community Services (ACS); Community Recreation Activities (CRA); Alcohol and Drug Abuse Prevention and Control Program; Community Operations Activities; and Equal Opportunity (EO) Program. Serves as a member of the USAARMC Program Budget Advisory Committee (PBAC) and is Program Director (PD) for those activities identified in the USAARMC Management Structure. Ensures that adequate internal management control systems are developed and are operative within DPCA so that Government resources are efficiently and effectively managed.

Section II. FUNCTIONS

15-2. EQUAL OPPORTUNITY (EO) OFFICE. a. Advises the Commander on EO matters affecting military personnel and their family members and advises and coordinates with senior and subordinate commanders and supervisors.

b. Implements Department of the Army policies, programs, and procedures, and develops and initiates similar actions tailored to the needs of the command and local environment.

c. In coordination with appropriate staff elements, develops, monitors, and/or participates in EO education programs for the Commander.

d. Develops, coordinates, and monitors implementation of local command and staff-developed Affirmative Action Plans (AAP).

e. Advises and assists other staff sections in handling matters pertaining to EO.

f. Maintains liaison with off-post community organizations, institutions, minority group leaders/organizations, and civic clubs in connection with the EO Program.

g. Participates in councils and seminars concerned with on/off-post community activities and EO matters.

h. Advises the Commander on establishing compliance monitoring procedures by which to evaluate implementation and progress of EO programs.

i. In coordination with appropriate staff elements, monitors the following programs/activities for impact on EO policies and programs: education and training; recreation, morale, and welfare; complaints and complaint procedures concerning discriminatory practices on and off post, including EO in off-post housing areas; military justice matters; assignments, promotions, and separations; and command and public information programs.

j. Plans and conducts installation level EO training workshops to provide units with facilitators to aid the chain of command in presenting seminars in accordance with AR 600-20.

15-3. RESOURCE MANAGEMENT OFFICE. a. Provides guidance and instruction to activities under the program directorship of the DPCA in the development, execution, review, and analysis of the assigned portion of the USAARMC and Fort Knox Operating Program and Budget. Plans, develops, and executes appropriated fund budgets. Reviews, analyzes, adjusts as necessary, and consolidates data from activity directors for submission to higher headquarters.

b. Furnishes assistance and advice on program objectives, progress, and status of management matters for which DPCA is responsible.

c. Prepares instructions, reviews, and adjusts feeder information for special one-time projects of wide scope required for planning, briefing purposes, or to comply with other requirements of higher headquarters.

d. Administers the Resource Recycle Program Budget.

e. Prepares Quarterly Review and Analysis charts to reflect DPCA goals, objectives, and trends.

f. Administers the Army Ideas for Excellence Program for DPCA.

g. Establishes and maintains the Internal Management Control Program for DPCA.

h. Obtains, reviews, and coordinates information for developing recommendations for intra-service support agreements.

i. Coordinates and furnishes technical advice on programming, budgeting, funding, and reporting for the Community School System.

j. Develops recommendations governing the internal organizational functions within DPCA.

k. Provides manpower control functions for the directorate.

- l. Furnishes information and documentation concerning audit trends.
- m. Processes requests for temporary duty travel. Controls travel targets for the directorate and monitors travel to ensure that travel is mission essential.
- n. Administers Project SPIRIT for activities under DPCA.
- o. Provides data and coordinates Commercial Activities Studies within the DPCA area of responsibility.
- p. Ensures obligations that constitute either a violation of AR 37-20/ 31 USC 1517 are not incurred.

15-4. COMMUNITY COUNSELING CENTER. a. Conducts and implements the prevention, education, identification, rehabilitation, treatment program evaluation, and research functions of the Alcohol and Drug Abuse Prevention and Control Program.

b. Plans and conducts the installation's alcohol and drug abuse education program for supervisory personnel and unit alcohol and drug coordinators.

c. Monitors and assists in unit alcohol and drug abuse education and provides general educational materials.

d. Provides proper evaluation through voluntary and involuntary means of identification including urinalysis testing and referral by law enforcement authorities for alcohol and drug related offenses.

e. Provides evaluation services and individual, group, and family treatment on an outpatient basis for rehabilitation clients.

f. Recommends elimination from the service for those soldiers who cannot be effectively restored to duty in a reasonable period.

g. Plans, conducts, and monitors the educational and rehabilitation aspects of alcohol and drug abuse for civil service employees.

15-5. ARMY CAREER AND ALUMNI PROGRAM (ACAP). a. Assists in the smooth transition of all soldiers, civilian employees, and family members exiting from the federal to the private sector.

b. The Transition Assistance Office (TAO) provides timely quality assistance to personnel through initial needs assessments, developing Individual Transition Plans (ITP), and referring to appropriate service providers, such as CHAMPUS, Finance, and Transportation.

c. The Job Assistance Center (JAC) will provide assistance to individuals in their job search through employment seminars, workshops, and individual counseling and referral to external agencies.

15-6. ASSISTANT DIRECTOR FOR COMMUNITY AND FAMILY ACTIVITIES. Supervises the functions pertaining to the installation's community and family activity operations. Manages and directs all business and operational aspects of the Installation, Morale, Welfare, and Recreation Fund (IMWRF) and other community and family activity programs. Functions as the Single Fund Manager.

15-7. FINANCIAL MANAGEMENT DIVISION. a. Provides guidance and instruction to activities in the development, execution, review, and analysis of the Nonappropriated Fund (NAF) Annual Operating Budget, the NAF cash flow budget, and the NAF portion of the Soldier and Family Support APF and NAF Expense Laydown.

b. Develops and manages the budget for the command and staff and command administrative services functions which encompass all programs listed in the Army NAF Management Structure.

c. Coordinates the NAF Risk Management Program.

d. Provides coordination and oversight for the NAF Capital Purchase and Minor Construction (CPMC) program, to include development of the CPMC budget.

e. Compiles and finalizes the Installation 5-Year Plan.

f. Provides financial oversight for those NAF activities which are not part of DPCA.

g. Provides internal management control and assistance visits to NAF activities.

h. Provides automated management information systems support to all single fund activities.

15-8. SERVICES DIVISION. a. Provides general support services to other divisions in the community and family support activities. Provides centralized operations in Morale Welfare Recreation (MWR) supply, maintenance, purchasing and contracting, facilities, Minor Construction Army (MCA) and NAF construction, warehousing, training, marketing, and recycle.

b. Plans and coordinates the MWR Marketing and Advertising Program.

c. Establishes and maintains the MWR Supply Management Program.

- d. Establishes and maintains a maintenance program for the MWR community.
- e. Manages and supervises the MWR Warehousing Program.
- f. Establishes and provides MWR training for employees.
- g. Manages and supervises the Resource, Recovery, and Recycle Program.
- h. Plans, coordinates, and monitors MWR (MCA and NAF) construction and renovation projects.
- i. Administers the Installation MWR Unit Fund Accounts.
- j. Oversees the operation of the Country Store, a single fund activity.

15-9. ADMINISTRATIVE BRANCH. Coordinates the collection of Returned Checks and other miscellaneous accounts receivable; issuance and control of receipt books and petty cash vouchers; performs Inter-Directorate/Support Activities, Mail and Distribution pickup and deliveries; prepares Daily Bulletin Notices; stocks blank forms; requisitions publications; prepares TDY orders and obtains accommodations, training sources, requests, and quotas; controls Change Fund/Petty Cash; CPMC printouts and miscellaneous typing support.

15-10. NAF PROCUREMENT BRANCH. Executes NAF contracts to provide procurement support to all IMWRF activities. Supplies include food, clothing/uniforms, and furniture; entertainment services; sports; maintenance contracts; construction/renovation contracts; development of invitations for bids and requests for proposals, maintains/issues Imprest Funds for emergency purchases.

15-11. MAINTENANCE AND PROPERTY BRANCH. Controls and issues operational supplies to all activities; performs property control and accountability; maintenance of buildings, grounds, equipment, and vehicles (carpentry, auto mechanic, electrician, plumber); performs liaison between DEH and activities for DEH Work Orders; operates a lending closet and warehousing facilities.

15-12. MARKETING AND ADVERTISING BRANCH. Develops a variety of marketing strategies to promote IMWRF activities within and outside the installation, i.e., posters, bulletins, flyers, coupon booklets, monthly calendars of events, special promotions, menus; Bingo programs; operates a printing press to publish the above and to provide inter-directorate NAF forms; Develops Market Surveys; solicits commercial sponsorship for special events.

15-13. RECYCLE BRANCH. Recovers all qualifying recyclable materials from offices, shops and family housing on Fort Knox. Provides collection containers and on-site assistance/training to aid in starting a recycle program. Processes recyclable materials for shipment/resale to a state that will maximize net dollars returned to Fort Knox to support Morale, Welfare and

Recreation Programs, and assist in funding of various environmental projects on the installation. Conserves national/natural resources, substantially reduces the waste stream, thereby extending landfill life and decreasing waste disposal/costs and energy use.

15-14. FAMILY SUPPORT DIVISION (FSD). a. Manages family and community support programs; assists the commander by identifying emerging problems that detract from unit and individual readiness; and assists soldiers and families through the development and provision of programs and services to meet their individual and community needs.

b. Directs activities of the Family Support Program and Plans Branch, ACS, Child Development Services Branch, and Youth Services Branch. Provides liaison with the Fort Knox Community School System and Post Exchange.

c. Advises the DPCA and formulates recommended policies on matters pertaining to ACS, Child Development, Youth Services, and Section 6 School operations, programs, and services.

d. Provides for liaison functions with tenant units, installation staff and support agencies on matters involving Army families.

15-15. FAMILY SUPPORT PROGRAMS AND PLANS BRANCH (FSPPB). a. Responsible for planning, coordinating, implementing, and administering installation community service programs and activities for military and civilian personnel, their families, and installation volunteers.

b. Reviews programs, regulations, policies, etc., for family implications.

c. Conducts symposiums on family issues and needs assessments, processes and reviews suggestions, and develops and reviews plans for meeting validated needs in family areas.

d. Administers the Human Resources and Community Life Program, Community Service and Volunteer Recognition Program, Combined Federal Campaign, and Installation Volunteer Program.

e. Makes community school eligibility determinations and handles community school-related issues.

f. Responsible for supervising on-post private organization activities, making AR 210-1 determinations, approving on-post fund-raising, special activities conducted by private organizations, and other groups.

g. Responsible for distribution, review, and coordination of the Army Family Action Plans, TRADOC Army Family Action Plans, and similar family action plans.

h. Responsible for conduct of the installation insurance, commercial concerns program, and liaison with Post Exchange.

15-16. ARMY COMMUNITY SERVICES (ACS) BRANCH. a. Operates a centralized personal affairs service to provide information, assistance, and guidance to the Army community in meeting personal and family needs. Coordinates with off-post agencies to ensure facilities and services are available to military residents. Maintains close contact with the ACS offices at other installations to ensure the availability of up-to-date information.

b. Provides for the establishment and operation of the ACS Volunteer Corps.

c. Establishes and operates the Family Advocacy Program, Foster/Respite Care Program, Outreach Program, and Family Member Suicide Prevention Program.

d. Administers the Army Emergency Relief (AER) Program.

e. Establishes and operates consumer education and debt liquidation programs.

f. Establishes and operates a variety of service delivery programs to include a loan closet, food locker, relocation service, and Military Installation Resource Library.

g. Provides a variety of social casework services to include counseling, resource research, and referral.

h. Administers the utility waiver program.

i. Operates the Family Member Employment Assistance Program and provides a variety of employment information and assistance to family members.

j. Oversees the state administered Women, Infant, and Children's Program.

k. Establishes and provides an Exceptional Family Member Program.

15-17. YOUTH SERVICE BRANCH (YSB). a. Responsible for developing and operating programs directed at meeting the social, recreational, and development needs for the youth of the community.

b. Operates the Community Youth Center and individual and team Youth Sports Programs.

c. Offers a variety of programs and activities for children 2-19 years of age.

d. Conducts cultural, ethnic awareness, instructional, and social programs for youths.

- e. Maintains youth facilities and sports fields.
- f. Conducts skill enhancement and life survival skill activities for youth.
- g. Conducts training and education programs for adult coaches and officials.
- h. Operates summer programs for youth to include neighborhood wading pools.
- i. Operates Youth Activities Advisory Council.

15-18. CHILD DEVELOPMENT SERVICES BRANCH (CDSB). a. Responsible for providing a variety of quality child care services to include full day care, part day programs, hourly care, special group care, and summer enrichment programs.

- b. Operates center-based child care facilities.
- c. Supervises and provides certification of quarter-based child care givers. Provides referral services for certified quarter-based child care.
- d. Provides special activities for children enrolled in child development programs.
- e. Provides special child care services in response to unit mission requirements or unit and community organization-planned special activities.

15-19. COMMUNITY OPERATIONS DIVISION (COD). a. The Chief, COD, is responsible to the Commander for the overall management and operation of the Clubs, Golf, and Bowling Activities.

- b. Responsible for the financial planning of the COD and ensures compliance with technical directives. Submits monthly reports to DA.
- c. Responsible for records management, administrative services, supply, selective purchasing and contracting, and administering of commercial entertainment contracts. Obtains required technical and legal reviews on contracts when required.

15-20. OFFICERS' CLUB BRANCH. Provides services essential to the dining and recreation of the club membership which includes officers and warrant officers, their family members, guests, and authorized civilians.

15-21. NONCOMMISSIONED OFFICER (NCO)/ENLISTED (ENL) CLUB BRANCH. Provides services essential to the dining and recreation of the club membership which includes enlisted personnel, their family members, guests, and authorized civilian employees.

15-22. ANDERSON CLUBHOUSE (COMMUNITY CLUB). Provides services essential to the dining and leisure time of authorized users which includes all officer and enlisted personnel and their family members, authorized civilian employees and their families, military and civilian retirees, and guests of the aforementioned.

15-23. BOWLING BRANCH. The Bowling Branch is nonmembership and provides recreational facilities and programs designed to stimulate members of the Fort Knox community to make worthwhile use of their leisure time.

15-24. GOLF BRANCH. The Golf Branch provides recreational facilities and programs for military personnel (active and retired), their family members, and authorized civilians for use during their leisure time.

15-25. CIVILIAN WELFARE/POST RESTAURANT FUND. The Post Restaurant Fund provides funds from vending machine concessions to the Civilian Welfare Fund to finance recreational and welfare activities for civilian employees of the installation.

15-26. COMMUNITY FITNESS AND RECREATION DIVISION (CFRD). a. Advises the DPCA on all phases of community recreation.

b. Provides recreational facilities and programs designed to stimulate members of the Fort Knox community to make worthwhile use of their leisure time.

c. Plans and promotes the development of recreational facilities.

d. Coordinates nonmilitary recreational activities and serves as liaison with local civilian community entertainment and recreational agencies.

e. Conducts in-service and career training for CRD civilian professional employees.

f. Provides recreational support, when requested, for Army activities in states and/or areas as directed by higher headquarters.

15-27. OUTDOOR RECREATION BRANCH. Plans and supervises a comprehensive program of outdoor recreation activities for members of the military community to include hunting and fishing activities, skeet, archery, motorcross track, volksmarches, spelunking, muzzleloading, and equipment checkout for outdoor activities. Operates an Army Travel Camp.

15-28. SPORTS BRANCH. Plans and supervises the installation adult sports program which is a program of planned and organized sports activities for military personnel; operates and/or maintains sports facilities to include two field houses, two gymnasiums, six outdoor swimming pools, one indoor swimming pool, 21 tennis courts, one track, and numerous ball fields.

15-29. LIBRARY BRANCH. Provides professionally supervised library services in one main library and two branch libraries.

15-30. ARTS AND CRAFTS BRANCH. a. Multi Craft Shop - Operates arts and craft shops which include facilities for photography, woodwork, ceramics, leatherwork, jewelry making, lapidary, weaving, and model-building.

b. Auto Craft Shops - Operates state-of-the-art auto repair and maintenance facility.

15-31. INFORMATION, TICKETING, AND REGISTRATION (ITR) OFFICE/COMMUNITY CENTER BRANCH. Provides discount tickets and arranges for off-post tours and travel. Provides social, cultural, educational, and informational services in one recreation center.

15-32. MUSIC AND THEATER BRANCH. Provides a well-rounded Music and Theater Program for the installation to include dinner theater, music, unit and commercial entertainment, and/or touring shows, and instructional classes.

15-33. HEALTH PROMOTION BRANCH. Promotes healthy lifestyles and the concept of wellness and total fitness to the entire Army community.

15-34. ASSISTANT DIRECTOR FOR MILITARY PERSONNEL/MILITARY PERSONNEL DIVISION (AG). a. Directs and supervises the performance of functions assigned to subordinate offices/branches.

b. Directs military personnel programs for USAARMC and assigned and supported units.

15-35. INSTALLATION SUPPORT MODULE (ISM) FUNCTIONAL MANAGEMENT OFFICE.

a. Manages and coordinates with the DOIM to: ensure that the ISM modules are functioning properly; the interface between ASIMS and ISM is working properly; the data bases are accurate; and that information is being properly passed between modules. Provides training to all systems users and develops and recommends changes/enhancement to TRADOC PM ISM.

b. Provides automation support, assistance, and training throughout the activity for PC-based applications, communication links to remote sites, and other non-SIDPERS/TACCS ADPE requirements.

c. Evaluates, recommends, and processes requirements for new and/or improvements to work functions being converted from manual methods to automated functions.

15-36. MOBILIZATION PLANS OFFICE. a. Develops/coordinates all DPCA personnel and community support contingency planning relating to mobilization, deployment, and emergency type operations (mass casualty incidents, civil disturbances, natural disasters, etc.).

b. During all military operations, periods of mobilization, or exercises, moves to the Emergency Operations Center (EOC) and serves as the overall DPCA representative in the EOC, speaks for the DPCA and controls all access of DPCA personnel to the EOC.

c. Manages the installation Retiree Recall Program.

d. Participates in Fort Knox planning and coordination of test exercises and operations whether by external agencies involving Fort Knox or in-house planning, executing, and evaluating of mobilization exercises.

e. Represents the DPCA on planning and study groups relating to mobilization planning and other programs designed to identify, increase, and upgrade the quality of mobilized personnel and community support resources.

15-37. OFFICER STRENGTH MANAGEMENT BRANCH. a. Administers the officer and warrant officer programs for the command.

b. Controls and coordinates the battalion command program under the Centralized Command Selection Program.

c. Controls and coordinates company command program and monitors and coordinates the company-grade rotation program.

d. Prepares annual Current and Projected Requirements Report on colonels (MILPC 25).

e. Monitors and coordinates the Army Education Requirement System (AERS) Graduate Level requirements report and request.

f. Prepares the monthly Officer Status Report for the Commander, the bimonthly officer/warrant officer requisition for TRADOC and FORSCOM, and other required recurring and nonrecurring reports.

g. Provides administrative assistance to subordinate commands in actions involving relief from command and reassignments for cause.

h. Conducts briefings for subordinate commanders in all areas of responsibility.

i. Acts as liaison between the Commander, PERSCOM, and Commander, Fort Knox, in the assignment and reassignment of officer/warrant officer personnel.

j. Coordinates initial assignment for all officers reporting to USAARMC.

k. Prepares requests for orders for assignment and reassignment of officers and warrant officers.

l. Formulates plans, policies, and procedures for support of officer requirements in connection with special studies and overstrength support requirements.

m. Prepares staff studies for recommendations on assignment, reassignment, and utilization of officers and warrant officers to distribute assets in the support of all missions on an equitable basis and priorities as established by the Commanding General (CG).

15-38. RETIREMENT SERVICES BRANCH (RSB). a. Administers the Army Retirement Service Program. Has responsibility for all retirement-related matters generated within the command's geographic area of responsibility (State of Ohio, 96 Eastern Kentucky counties, and 47 counties in West Virginia).

b. Administers the Survivor Benefit Plan (SBP). Counsels retiring soldiers and their spouses.

c. Prepares and processes officer and enlisted applications for retirement. Approves enlisted applications for retirement and forwards officer applications to DA.

d. Counsels and assists retiring soldiers, their family members, and retirees and their family members.

e. Coordinates AG portion of the monthly retreat/retirement ceremony. Obtains list of participants and prepares command letters of invitation and appreciation.

f. Conducts semiannual preretirement orientations and small business development workshops.

g. Conducts annual Retired Personnel Open House.

h. Conducts monthly employment seminars.

i. Compiles, writes, edits, and mails semiannual Retirement Services Bulletin.

j. Maintains volunteer advocates desk at Ireland Army Community Hospital to assist retirees or their family members seeking medical care.

k. Provides technical assistance to CG USAARMC and Fort Knox Retiree Council. Arranges for meeting place, speaker, etc.

l. Maintains volunteer Veterans Affairs (VA) counselors at RSB to assist soldiers, retirees, their family members, and widows/widowers in completing application for VA benefits.

15-39. MILITARY PERSONNEL DIVISION SUPPORT BRANCH. Directs and supervises specific administrative functions for the Assistant Director for Military Personnel; i.e., civilian personnel administration, interservice support agreements, personnel and information security programs, records and forms management, Freedom of Information and Privacy Act, energy conservation, and fire prevention programs.

15-40. PERSONNEL RETENTION BRANCH. a. Advises the Adjutant General on matters pertaining to the Fort Knox Reenlistment Program.

b. Prepares reenlistment packets, DA Forms 1695, Bars, and QMPs for units stationed at Fort Knox, including tenant commands.

c. Submits monthly and quarterly reenlistment statistics to TRADOC.

d. Submits quarterly reenlistment statistics, along with charts and graphs to the CG.

e. Provides information at the Pre-Transition Briefing.

f. Monitors and provides logistical and clerical support to the Reserve Component In-Service Recruiting Program.

15-41. ENLISTED STRENGTH MANAGEMENT BRANCH. Formulates plans, policies, and procedures for the implementation and administration of personnel management at Fort Knox. Requisitions, assigns, and reassigns enlisted personnel. Monitors proper utilization. Conducts MOS Medical Retention Boards for personnel with P-3 and P-4 profiles. Reclassifies enlisted personnel according to HQDA directives. Prepares enlisted personnel statistical reports for quarterly personnel status meetings and the monthly Maintenance Improvement Program meetings. Conducts mobilization processing to include cross-leveling. Manages Drill Sergeant, First Sergeant, and NCO Rotation Programs. Processes requests for regimental affiliation. Monitors Sponsorship Program.

15-42. PERSONNEL OPERATIONS BRANCH. Manages and controls personnel operations functions and is the functional proponent for: Awards and Decorations; Leaves and Passes; Family Care Program; Commandant's Program; Officer Procurement; involuntary/voluntary separations/transfers; eliminations; HIV program; administrative boards; Line of Duty Investigations and Casualty/Mortuary Operations. Maintains reference/record files for USAARMC orders, and DA promotion/retirement orders. Publish regular/permanent orders and travel authorizations for dependents. Provides technical assistance and manages special correspondence/congressional inquiries, provides soldier support and performs a multitude of personnel actions functions: Married Army Couples Program; Joint Domicile; MOS-producing schools; special duties and enlisted special duty assignments; compassionate reassignments; medical extensions; OCONUS leave authorizations; Marriage OCONUS; exchange assignments; hardship discharges; Defense Language

Proficiency Tests; Officer Selection Battery Tests; Regular Army Integration; Recall to Active Duty; CVI/VI and short-term extensions; SQI/ASI requests; officer schools/programs, and Conscientious Objector status.

15-43. PERSONNEL SERVICES BRANCH (Records). Maintains records for installation units (less organic 194th Armored Brigade) and tenant commands such as USA Second Region, USA ROTC Cadet Command and MEDDAC. Conducts preseparation processing. Monitors officer and enlisted evaluation report system. Monitors officer and enlisted promotion system for the installation.

15-44. PERSONNEL AUTOMATION BRANCH. Provides SIDPERS support for installation units, tenant commands, and attached units over a nine-state area. Conducts SIDPERS/TACCS training for active duty and reserve units. Resolves or forwards Personnel Information Systems Command incidents of SIDPERS or TACCS malfunctions and recommends system improvements. Controls and operates the AG In-House Computer System hardware and software applications.

15-45. PERSONNEL PROCESSING BRANCH. Within the One-Stop Processing Center, four functions are accomplished. All soldiers (except trainees) arriving or departing Fort Knox are either in- or out-processed. The ID Card Facility provides ID Card support for the tri-state area and the Transition Center processes soldiers who are separating or retiring from active duty. The center also provides after duty hours post-wide locator services .

15-46. TRAINEE/STUDENT PROCESSING CENTER. a. Operates a consolidated Military Personnel Office to provide personnel support for all students (officer and enlisted) undergoing training at the U.S. Army Armor School and various locations on Fort Knox in the following courses: Armor Officer Advance Course; Armor Officer Basic Course; Junior Officer Maintenance Course; Scout Platoon Leaders Course; Senior Instructor Operator Course; Scout Commanders Certification Course; Drill Sergeant Course; Advanced Noncommissioned Officers Course for 19D and 19K; Basic Noncommissioned Officers Course for Armor and Ordnance; Cavalry Leader Course; Armor Precommand Course; Master Gunner Course; NBC Defense Officer/NCO Course; Primary Leadership Development Course; initial entry training (IET) soldiers undergoing basic training (BT); advanced individual training (AIT); one station unit training (OSUT), and Phase II medical students in the application phase of Clinical Specialist Training at Ireland Army Community Hospital. Provides for administrative control, reporting, and processing of assigned or attached students and IET soldiers and soldiers undergoing training under the Force Alignment Program (FAP). Formulates plans, policies, and procedures for the implementation and administration of personnel management, personnel actions, soldier actions, and records maintenance and disposition for all students, IET, and FAP soldiers.

b. Classifies, assigns, and reassigns students and IET soldiers as directed by HQ, PERSCOM. Processes requests for waiver of enlistment commitment.

c. Formulates command policy and procedures and administers the TRADOC element of the Hometown Recruiters Assistance Program.

d. Screens and interviews students and IET soldiers for special assignment; processes and coordinates port call requirements; maintains control for security clearance requirements for students and IET soldiers, maintains flagging actions control, and monitors and controls National Guard (NG) and U.S. Army Reserve (USAR) AWOL and DFR actions.

e. Processes packets for IET soldiers for administrative separations such as Entry Level, Existing Prior to Service, Medical Condition, Homosexuality, Misconduct, Good of the Service, and Fraudulent Entry.

f. Processes requests for deletions/deferments from assignment instructions for soldiers undergoing training.

g. Processes requests for excess leave and ordinary/emergency leave outside CONUS.

h. Prepares and mails delayed entry program letters, family welcome packets, and support of the U.S. Army Recruiting Program letters.

i. Monitors and controls the administrative element of the "FAST TRACK" (Excellence in Armor/Excellence in Cavalry) program for the 1st Armor Training Brigade.

j. Performs all the required briefings (e.g., Junior Enlisted Travel (JET), Aerial Port of Embarkation (APOE), Overseas Orientation, Army Married Couples Program, Personal Baggage Allowance, Exceptional Family Member Program, and shipment of POVs).

k. Conducts in and outprocessing of all students and IET soldiers.

l. Projects and coordinates Government-furnished transportation requirements with the installation Transportation Office. Prepares and authenticates travelopes and military travel authorizations for IET soldiers as an agent for the installation Transportation Officer.

m. Coordinates action pertaining to NG and USAR IET soldiers with the installation NG and USAR Liaison Office.

n. Administers, monitors, and coordinates OSUT tank commanders/ assistant instructors holdover program with DA PERSCOM, and affected training brigades.

o. Compiles reports and statistics as required locally and by higher headquarters.

p. Coordinates Processing Overseas Replacements (POR) requirements and outprocessing with training units.

q. Administers Junior Enlisted Travel (JET) and Aerial Port of Embarkation option program for IET soldiers.

r. Presents instructions as required pertaining to T/SPC operations to students attending IET Cadre Training Course.

s. Coordinates personnel requirements for Improved TOW Vehicle Add-On Training, Skill Performance Aids validation test, and other requirements with affected staff offices, directorates, departments, and training brigades.

t. Assembles and distributes overseas orientation packets to training units for IET soldiers with assignments to overseas units.

u. Reports initial class fills, additions, attritions, and graduates by component to TRADOC using the automated Army Training Requirements and Resource System (ATRRS).

v. Identifies, reports, and assigns package platoon and Cohesion Operations Readiness and Training IET soldiers in accordance with instructions from higher headquarters.

w. Provides on-line real time personal and biographical data through the Student Trainee Management System - Enlisted to HQ PERSCOM, to generate AIT and first permanent duty student assignments for soldiers undergoing BT, AIT, OSUT, and retraining under the FAP.

x. Processes promotions for lower grade personnel and monitors the officer and senior enlisted promotion list.

y. Prepares ID Card applications for soldiers and dependents.

z. Administers Pride of Ownership Program.

aa. Administers Corporate Gift Program.

bb. Processes AWOL and Drop From Rolls (DFR) packets.