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USACC Pamphlet 25-35

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Information Management

U.S. ARMY CADET COMMAND PUBLICATIONS PROCESS

FOR THE COMMANDER:

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History. This publication is a major revision of the U.S. Army Cadet Command Pamphlet 25-35 dated 22 Mar 2017.

Summary. This pamphlet provides detailed procedures and assigns responsibilities for the development and issuing of publications within U.S. Army Cadet Command (USACC) and its subordinate units. It outlines USACC procedures and other administrative instructions regarding implementation of the USACC Publications and Forms Management Program.

Applicability. This pamphlet applies to Headquarters, U.S. Army Cadet Command (USACC) and its subordinate units.

Proponent and Exception Authority. The proponent for this pamphlet is the USACC Deputy Chief of Staff, G-6. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling laws, regulations, and USACC policies. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

Army Management Control Process. This pamphlet does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of local forms are prohibited by subordinate commands of USACC.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to usarmy.knox.usacc.mbx.hq-g6-forms-and-publications@mail.mil

Distribution. Distribution of this regulation is intended for HQ USACC and its subordinate units. Distribution is in electronic format only.

Summary of Change

USACC Pam 25-35

U.S. Army Cadet Command Publications Process

- Changed Cadet Command publication review cycle to 5 years to align with Department of the Army standard.
- Change Ch. 1-2a. "USACC Regulation 25-35 (Publications and Forms Management Program), 1 SEP 2015" to read... "6 August 2018".
- Change Ch. 1-4b. (1) "Contacting..." to Contact.
- Change Ch. 1-4b. (3) "Format publication in accordance with the USACC publications template, to the best of the AOs ability, prior to submission to the PCO" to read "Format publication in accordance with the USACC publications template, available from the USACC PCO, prior to submission".

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Chapter 1 - Introduction

1-1. Purpose.

The purpose of this pamphlet is to provide USACC and its subordinate units with the processes necessary for publishing command regulations, pamphlets, circulars, supplements and memorandums.

1-2. References.

a. USACC Regulation 25-35 (Publications and Forms Management Program), 6 AUG 2018.

b. USACC Pamphlet 25-400-2 (U.S. Army Cadet Command Records Management Program), 21 APR 2016.

1-3. Explanation of Terms.

Acronyms and special terms used in this regulation are explained in the Glossary.

1-4. Responsibilities.

a. The Proponent is responsible for:

(1) Initiating, developing, coordinating, and maintaining publications in their area of responsibility.

(2) Authorizing action on a publication.

(3) Making the case for priority, if needed, to the Chief Information Officer (CIO)/G-6.

(4) Making the determination if a publication requires Brigade level review.

(5) Maintaining all official records related to the publication in accordance with AR 25-400-2.

b. Proponent Action Officer (AO) will:

(1) Contact the Publications Control Officer (PCO) within 30 days of publications review notification to confirm receipt of notification.

(2) Research, write, collaborate, and correct the publication being produced or updated.

(3) Format publication in accordance with the USACC publications template, (available upon request) to the best of the AOs ability, prior to submission to the PCO.

(4) Author any operations orders for submission of DRAFT document to designated parties for review in accordance with USACC, G-3 provided format.

(5) Maintain the currency of all forms used in the publication process and assemble the publication packet prior to submission.

c. USACC, G-3 is responsible for issuing taskings for HQ and Brigades to review draft publications.

d. CIO/G-6 is responsible for determining the priority of work for the PCO in the event that the proponent has requested priority for a publication.

e. PCO is responsible for:

(1) Maintaining the Publications Review Queue (PRQ).

(2) Notifying the proponent when a publication is due for review.

(3) Editing draft publications and correcting format. The PCO will not edit content without first contacting the AO.

(4) Assigning publication proponentcy in conjunction with the CIO/G-6 when the proponentcy is a compilation of staff functions within the command.

(5) Submitting draft publications to the Staff Judge Advocate (SJA) and the Secretary of the General Staff (SGS).

f. SJA is responsible for reviewing all submitted publications for legal implications.

g. SGS is responsible for:

(1) Staffing all publications packets with the appropriate members of the Command Group.

(2) Tracking all final publications packets submitted through the Command Group.

Chapter 2 - Types of USACC Publications

2-1. USACC Supplement.

a. When a higher headquarters' regulation does not adequately cover a particular subject, a proponent can create a supplement publication to that regulation in order to satisfy the requirement. The new supplement, however, will not duplicate the

higher headquarters' publication or significant portions of that publication.

b. Where a DA or TRADOC regulation exists, only supplement that regulation if no USACC regulation or supplement exists on the same subject. If a USACC regulation or supplement on the subject does exist, coordinate with the proponent to determine if further supplementation is feasible. Do not supplement any other command or agency regulations aside from DA, TRADOC, or USACC.

c. Select the supplement format if the proposed supplement is eight pages or less. However, if supplementing the base regulation causes the entire group of publications (supplement and base) to be difficult to use, create a separate regulation that does not duplicate the base, but provides local or command policy and procedures, and heavily references the higher headquarters regulation. The command-unique information should comprise at least 75% of the new USACC regulation.

d. If a USACC supplement is to be rescinded or superseded by an updated Army regulation, any needed information contained in that supplement will be written in other appropriate media or as a new publication immediately upon rescission or supersession of the supplement.

2-2. USACC Regulation.

A USACC Regulation is a directive that sets forth missions, responsibilities, and policies. It also delegates authority, sets objectives, and prescribes mandated procedures to ensure uniform compliance with those policies. Some mandated procedures are allowed in USACC Regulations that are required and authoritative instructions containing the detail needed to ensure basic policies are carried out uniformly throughout the command. These mandated procedures also ensure uniform implementation of public law, policy guidance, and instructions from higher headquarters.

2-3. USACC Pamphlet.

A USACC Pamphlet is a permanent instructional or informational publication. Procedures in USACC Pamphlet provide processes, establish methods, and describe optional or helpful methods of performing mission and functions. A USACC Pamphlet is organized and printed in the same format as a regulation. The two basic types of pamphlets are standard and informational.

a. A standard pamphlet is used to publish information (such as how-to procedures) needed to carry out policies and mandated procedures prescribed in regulations.

b. An informational pamphlet is used to publish information or guidance on subjects in support of Army missions.

2-4. USACC Circular.

A USACC Circular is a temporary directive or informational publication that expires two years or less from the date of issue.

2-5. USACC Memorandum.

A USACC Memo is a directive or informational publication that applies only to the USACC HQ's staff elements. It is used to establish staff coordination procedures for specific areas of interest.

Type of USACC publication	Type of material	Term	Uses
Supplement	Directive	Permanent	Publish policies, responsibilities, and administrative procedures required to implement DA or TRADOC regs.
Regulation	Directive	Permanent	Establish USACC wide policy, assign missions and responsibilities, delegate authority, and set objectives.
Pamphlet	Instructional or Informational	Permanent	Publish information needed to carry out policies and procedures prescribed by regulations.
Circular	Directive or Informational	Expires no later than two years from issue date.	Publish instructions for one-time actions that apply USACC-wide, general information, or policies and procedures that will be in effect for two years or less.
Memorandum	Directive or Informational	Permanent	Set policies and procedures for the USACC HQ Staff: establishes the pattern of organization and workflow, and delegates authority and assigns responsibilities.

Figure 1. Types of USACC Publications Table

Chapter 3 - Publications and Forms Review Requirements

a. All publications and forms must be reviewed in order to maintain relevancy. Supplements, regulations, pamphlets, and memorandum will be reviewed at least every 5 years. Circulars do not require reviews as they have an expiration period of two years.

b. When a publication is due for review, the PCO will send a notification to the proponent. If an AO does not contact the PCO within 30 days after the publication is due, the publication will be annotated as overdue for review in the USACC Publications Repository and within the command publications report.

c. In accordance with USACC Regulation 25-35, all forms must be prescribed by a regulation or pamphlet, or Prescribing Directive (PD), in order to be valid. All valid forms will be reviewed and validated at the time the PD is reviewed. USACC forms can be published without a PD on a temporary basis as a test form. These test forms will be valid for sixty days after approval from the USACC PCO; however, the proponent must identify or develop a PD within that period. This time frame can be extended for an additional sixty days with PCO authorization. If the PD is not developed within this period, the form will expire.

Chapter 4 - Publication Forms

a. There are two primary forms employed by the USACC publications control process. The USACC Form 260, Request for Publishing, and the USACC Form 25, Request for Review of Publication or Form. There is an additional form, a comment resolution matrix, which may be used on an as needed basis. It is available from the PCO upon request.

(1) The USACC Form 260 is the primary document used to staff a publication between USACC Directorates, Brigades, and Staff when updating and creating new publications. All reviewers will sign the USACC Form 260 when approving and annotate any comments in Block 11. If additional space for comments is needed, the USACC Form 260-1 Request for Publishing Continuation Sheet can be used. A publication cannot proceed to Command Group staffing without the PCO's signature on the USACC Form 260. All signatures on the USACC Form 260 will be done digitally.

(2) The USACC Form 25 is used when rescinding, verifying current publications, or conducting an Expedited Revision (formerly Rapid Action Review).

b. The USACC Form 5, Transmittal, Action, and Control, will only be used by the Command Group when approving USACC publications.

Chapter 5 – Initiating the Process

a. The publications process begins when the proponent receives a publications requirement. This requirement can take multiple forms:

(1) The proponent reviews the status and decides the action of an existing publication.

(2) The proponent recognizes the need for a new publication.

(3) The Command Group directs action on a publication.

(4) The PCO informs the proponent that a publication requires action.

b. Once the requirement is received, the proponent must assign an AO and notify the PCO.

c. The AO will evaluate the requirement and determine if a new publication is required or an existing publication needs review.

(1) If the requirement necessitates a new publication, the AO will inform the PCO that a new publication is forthcoming and develop a publications plan for proponent approval. The publications plan is simply an outline that describes the future content of the new publication. Once the publications plan has been approved by the proponent, the AO will proceed to the steps described in Chapter 8.

(2) If the requirement necessitates that an existing publication needs review, the AO will review the publication and determine if it needs to be updated, rescinded, or remain current.

(a) If the publication requires an update, the AO will develop a publications plan for proponent approval and proceed to the publications process outlined in Chapter 8.

(b) If the publication requires rescission, the AO will provide proponent recommendations and, upon approval, use the process outlined in Chapter 7-1.

(c) If the publication is to remain current, the AO will use the process outlined in Chapter 7-2.

Chapter 6 – Overview of the Publications Process

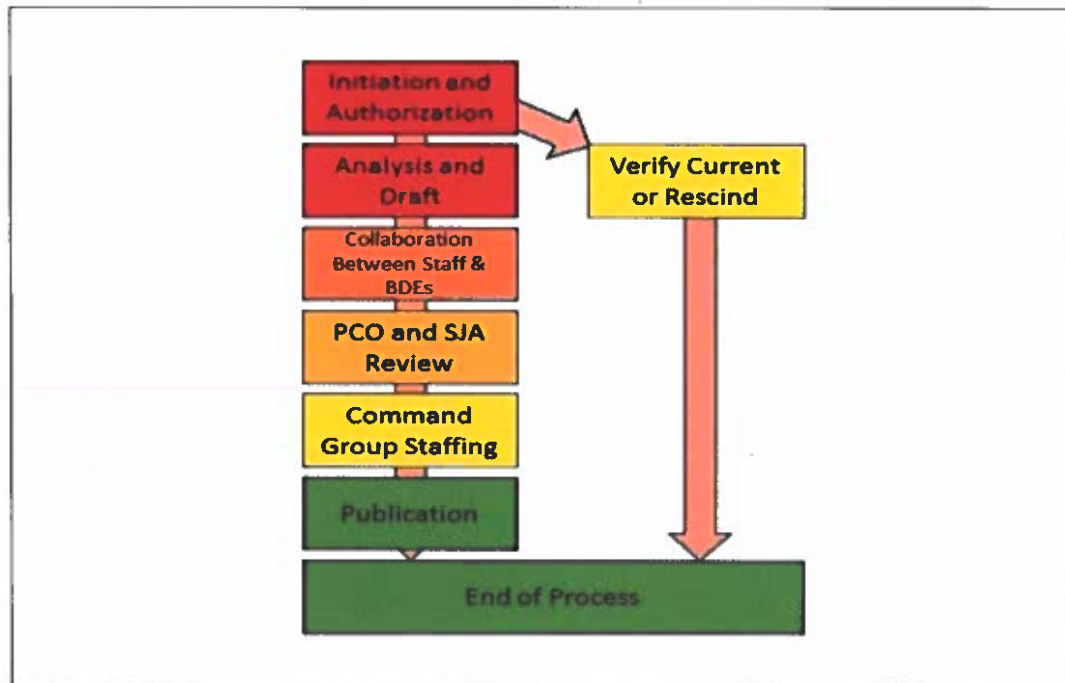


Figure 2. General Overview of the Publications Process

a. With the exception of publications determined to be current or requiring rescission, the publications process is comprised of six basic stages.

b. Stage one – Initiation and Authorization: the proponent receives a publications requirement, assigns an AO, determines a publications plan, and receives authorization to act upon the plan.

c. Stage two – Analysis and Draft: the AO conducts all necessary research, and develops the first draft.

d. Stage three – Collaboration between Staff and Brigades: the draft is submitted to all Directorates, and Brigades if necessary, for review and comment. All comments are adjudicated and revisions made. Once complete, the AO assembles the publications packet and submits to the PCO.

e. Stage four – PCO and SJA Review: the PCO edits the publication and corrects formatting such that it adheres to Army standards. The SJA will review the publication for any legal implications. The PCO is the only person authorized to submit publications to the SJA for review.

f. Stage five – Command Group Staffing: the SGS submits the publications packet to the appropriate members of the Command Group for review and approval.

g. Stage six – Publication: once approved, the PCO prepares and posts the publication in the appropriate/official USACC repository.

h. During Verify Current or Rescind, the AO and proponent review the document and prepare the appropriate documentation to confirm that a publication is current or rescind it entirely. If a publication is rescinded, the proponent must identify a higher publication for people to refer to if they are seeking guidance on that subject.

Chapter 7 – Rescinding, Verifying Current, and Expedited Revision on the USACC Form 25.

7-1. Rescinding Publications. A publication is rescinded when the proponent concludes the content is no longer pertinent to conducting business within the command. There are two ways a publication can be rescinded.

a. If the publication is not being replaced by another publication of any kind, the proponent can rescind a publication using the USACC Form 25. The proponent must list a publication in the remarks block for people to refer to if they are seeking information on that particular subject. The publication is rescinded on the date of the proponent's signature.

b. If the publication is being replaced by another publication of a different number, the proponent can rescind using the new publication. The new publication must contain a rescission statement in the Purpose paragraph of Chapter 1. Note: a publication is superseded if the new publication is an update and possesses the same publication number. A publication is rescinded if the new publication is original with a different publication number. All rescissions are effective on the issuance date of the new publication.

7-2. Verifying Current. If during the required review the publication is determined to be current with no changes or additions, the proponent can use the Form 25 to re-publish. Upon obtaining the proponent's signature, the AO will send the signed form to the USACC PCO at which time the publication will be annotated as current.

7-3. Expedited Revisions. An Expedited Revision is a minor update to a publication, but for the purposes of this process is separated out due to its re-publication using the Form 25. An Expedited Revision is conducted if during the AO's review, it is determined that less than 10% of the publication needs updating, and those updates do not impact organizations outside the proponent. When filling out the Form 25 the AO will use Section 2, block C, and then write the following in the Remarks block below: "Conducted an Expedited Revision of the publication with less than 10% changed. Changes do not

effect organizations outside the [Proponent's office]. [Publication number] to be republished with an Expedited Revision date of the proponent's signature."

Chapter 8 – The Publications Process

8.1. Initiation and Authorization.

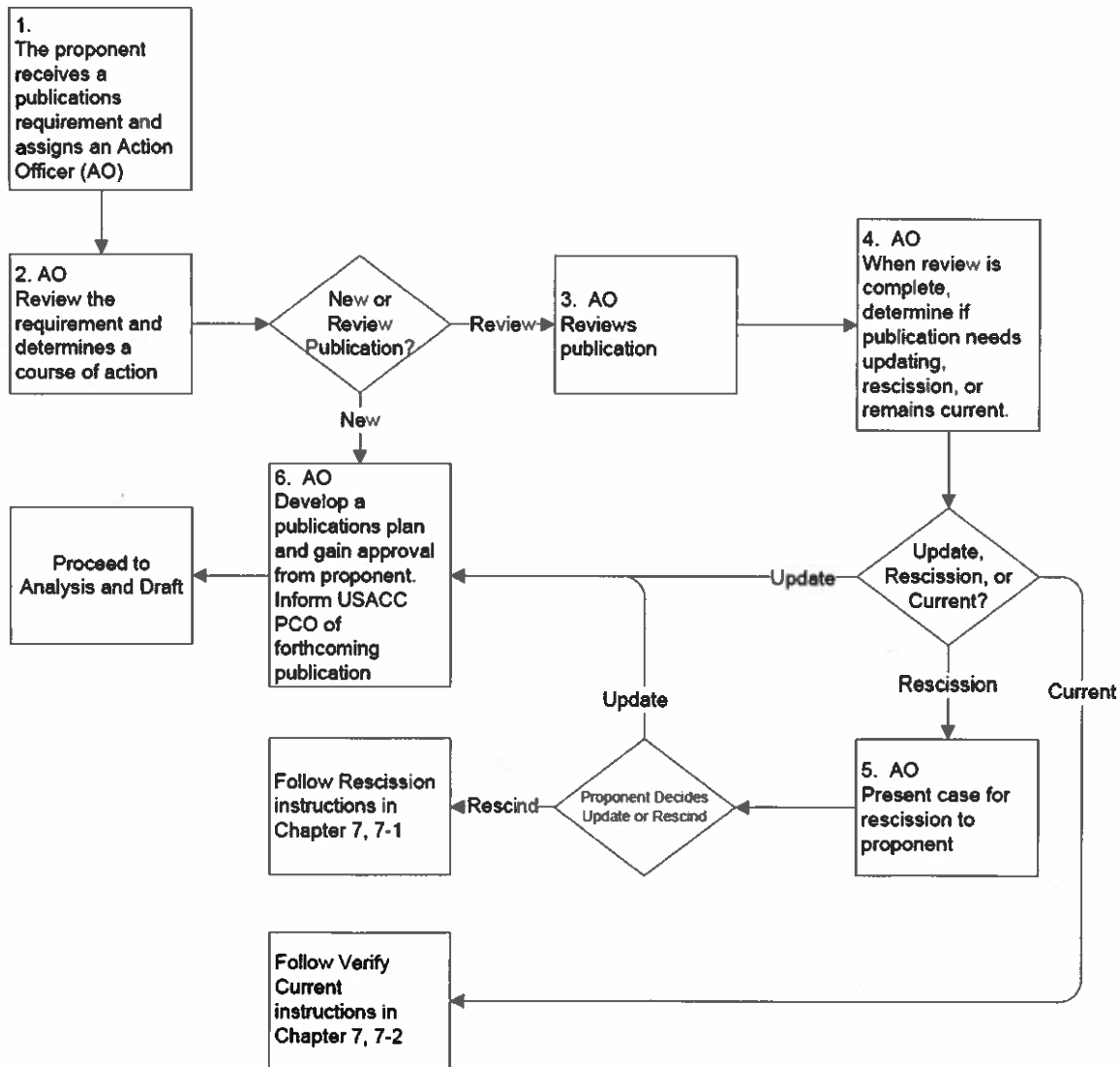


Figure 3. Initiation and Authorization Process Map

a. After the proponent receives the publications requirement, an AO is assigned. Publications requirements can occur in multiple forms; some examples are, notification from the PCO that a regulation is up for review, a policy gap is discovered after an analysis, or a tasking assigns proponentcy for a new regulation.

b. The AO will review the publications requirement to determine if a new publication or a review of an existing publication is necessary. For Review (See Step 3); For New (See Step 6).

c. The AO will review the publication.

d. Once the review is complete the AO will determine the best course of action.

(1) Needs Updating (See Step 6)

(2) Needs Rescinding (See Step 5)

(3) Remains Current (Refer to the instructions in Chapter 7, 7-2)

e. The AO will present the case to rescind to the proponent for decision. If the proponent agrees – refer to the instructions in Chapter 7, 7-1; if the proponent disagrees and decides to update – go to Step 6.

f. The AO will develop a publications plan for the new publication to include a determination as to whether the publication will be a supplement, regulation, pamphlet, circular, or memorandum. Additionally, the plan will include a timeline with milestones and a draft outline of the new publication. The publications plan must be approved by the proponent prior to the commencement of work. Approval can be in the form of an e-mail from the proponent to the AO and will be forwarded to the PCO as notification of the forthcoming publications development.

8.2. Analysis and Draft. During the Analysis and Draft stage, the AO will conduct research into the required topics and develop the first draft of the publication. The AO will obtain the USACC publications template from the USACC Knowledge Center to produce the draft publication. The first draft will be developed within the proponent office and will require proponent approval before outside collaboration. Once the first draft is complete, proceed to the Collaboration between Staff and Brigade stage.

8.3. Collaboration Between Staff and Brigade.

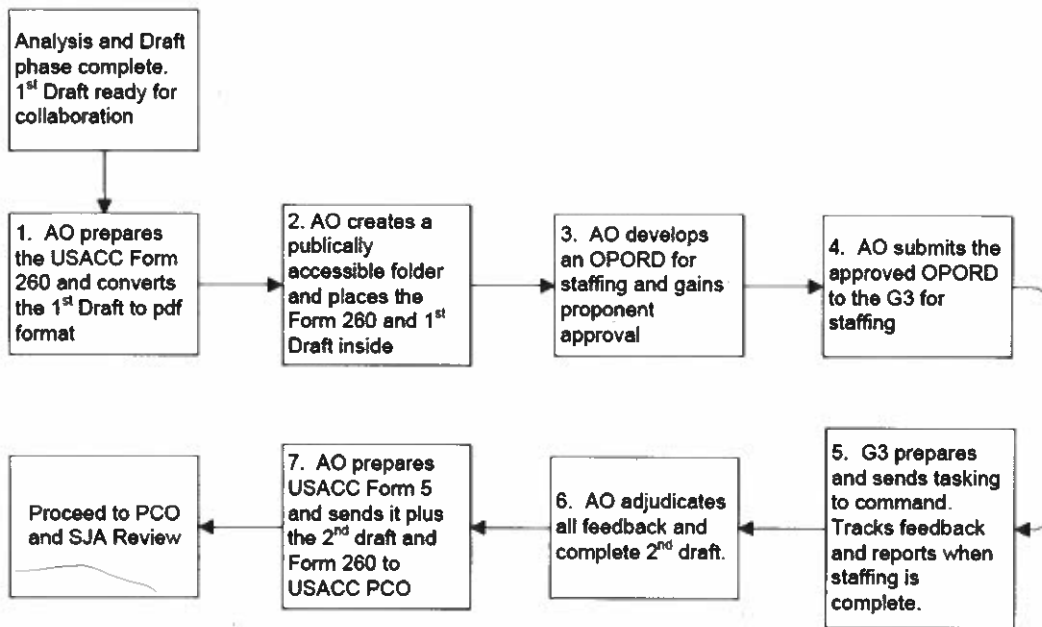


Figure 4. Collaboration between ~~Staff~~ and Brigade Process Map

a. Once the 1st draft of the publication is complete, the AO will prepare the USACC Form 260. The Form 260 is used to track staff approval and comments in lieu of the USACC Form 5 when staffing publications between organizations below the Command Group. The AO will also convert the 1st draft to a PDF and retain the Word version.

b. The AO will create a publicly accessible folder in either SharePoint or I: drive space to upload the USACC Form 260 and 1st Draft PDF. Ensure that a link to the folder is copied and retained – do not use links for the individual documents. If the link is too long, it can be converted to a shorter link using the Army's URL Shrinker. The URL Shrinker is only accessible with a Common Access Card and available, via link, on the main G-6 SharePoint page.

c. The AO then develops an OPORD to be used for official staffing. Ensure that the link to the folder from 8.3, Step 2 is used in the OPORD. If a publication needs to be staffed with the Brigades, ensure they are included in the distribution.

d. Once the OPORD has been approved by the proponent, the AO will submit it to the G-3 for distribution to the command.

e. G-3 approves the OPORD and disseminates to the command, tracks directorate completion, and reports closure.

f. AO adjudicates all feedback and completes 2nd Draft of publication. The AO will then brief and attain proponent approval of the 2nd Draft.

g. AO will prepare a USACC Form 5 for use in staffing to the Command Group. Once complete, the Form 5 will be sent to the USACC PCO along with the USACC Form 260 and the Word version of the 2nd Draft.

8.4. PCO and SJA Review.

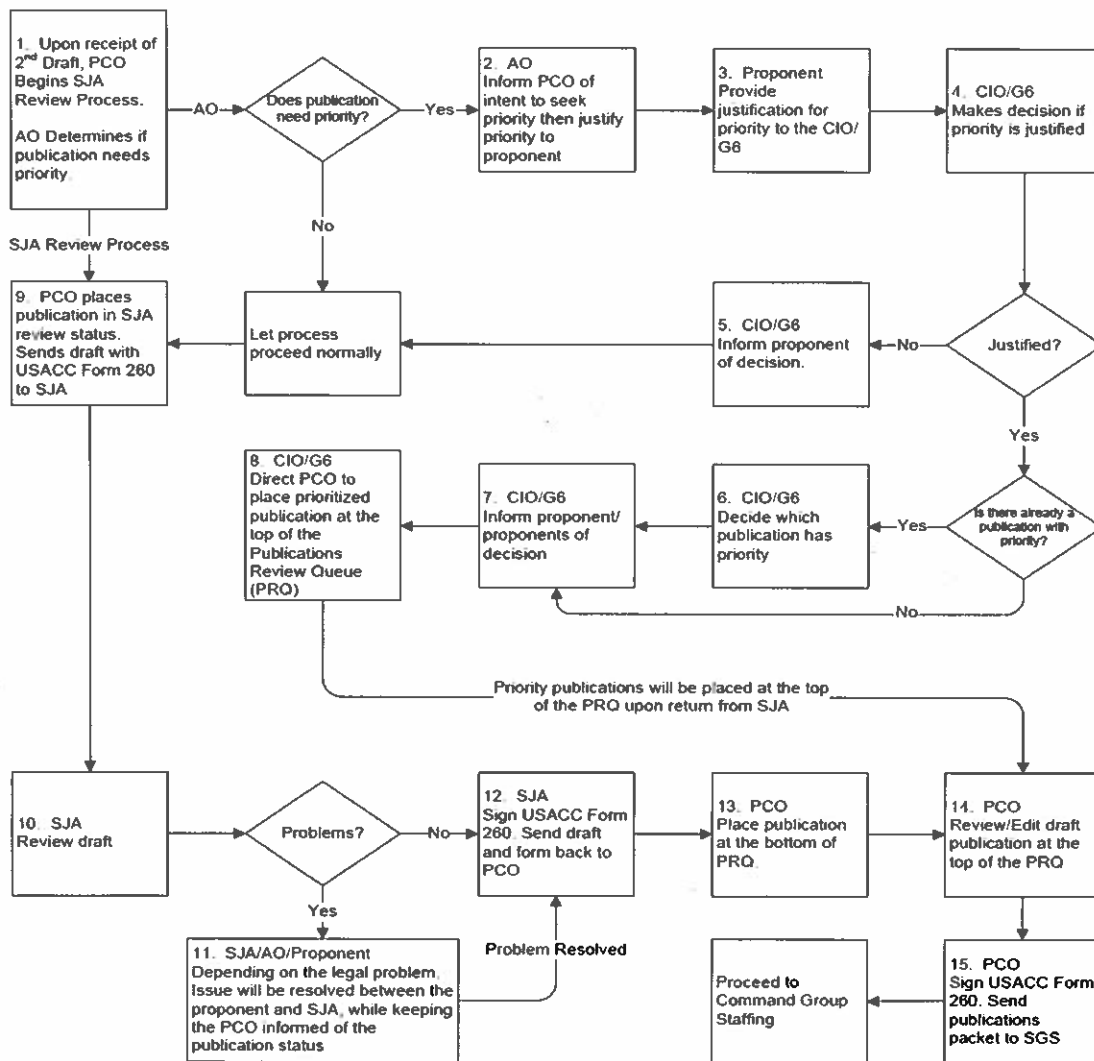


Figure 5. PCO and SJA Review Process Map

a. After sending the 2nd Draft of the publication to the PCO, the AO will determine if the publication needs priority. If yes, go to Step 2; if no, go to Step 9. Upon receipt of the 2nd Draft, the PCO will initiate the SJA review process.

b. The AO will inform the PCO of the intent to seek priority and make the justification for priority to the proponent. The proponent will decide whether or not to pursue priority. If not, the publications process will proceed normally.

c. If the proponent decides that priority is justified, they will contact the CIO/G-6 and present the reasons for priority.

d. The CIO/G-6 will decide if the justification for priority is warranted. If no, go to step 5. If yes, determine if there is already a publication with priority in PCO review. If yes, go to Step 6. If no, go to Step 7.

e. The CIO/G-6 will inform the proponent of the decision not to grant priority.

f. The CIO/G-6 will decide which publication will have first and second priority.

g. The CIO/G-6 will inform the proponent, or proponents, of the decision on priority placement of publications.

h. The CIO/G-6 will direct the PCO to reorder the PRQ in accordance with the prioritization decision. Proceed to Step 14. Note: the PRQ only consists of publications that have undergone SJA review. If a publication has been approved for priority and is still under SJA review, it will be placed at the top of the PRQ as soon as it is returned.

i. Upon receipt of the draft publication, the PCO will place the publication in SJA review status. The PCO will send the draft publication, along with the USACC Form 260, to SJA for review. Note: SJA will only accept draft publications from the PCO.

j. The SJA will review the draft publication to determine if there are any legal problems. If yes, go to Step 11. If no, go to Step 12.

k. The SJA, proponent, and AO will cooperate to resolve any legal issues present in the draft publication. The AO and SJA will keep the PCO informed that there is a legal issue with the publication and that it is being corrected.

l. Once the SJA review is complete, the SJA will sign the USACC Form 260 and return both the form and draft publication to the PCO.

m. Upon receipt of the USACC Form 260 and draft publication from SJA, the PCO will place the publication at the bottom of the PRQ.

n. The PCO will review/edit the publication at the top of the PRQ.

o. Once the PCO review is complete, the PCO will sign the USACC Form 260 and send the publications packet to the SGS. Note: SGS will only accept draft publications from the PCO.

8.5 Command Group Staffing.

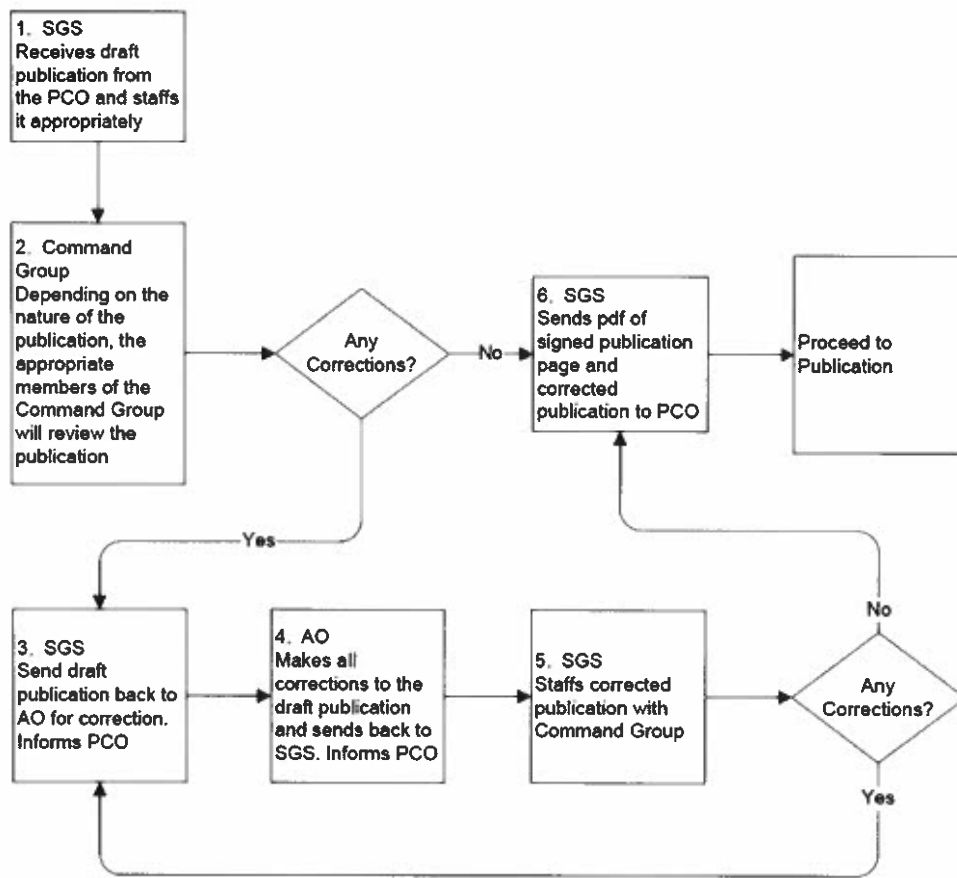


Figure 6. Command Group Staffing Process Map

a. The SGS will receive the draft publication, the USACC Form 260, and the USACC Form 5 from the PCO. The Form 5 will be used to conduct the official staffing within the Command Group, while the Form 260 will be used for reference on the draft publication. Depending on the publication, SGS will staff with the appropriate members of the Command Group.

b. The Command Group will review the publication for approval. If there are any corrections needed, go to Step 3. If no corrections are needed, the appropriate member of the Command Group will sign the publication's signature page and the USACC Form 5; proceed to Step 6.

c. The SGS will send the draft publication back to the AO for correction. The SGS will retain the Form 5 and 260 for when the corrected draft returns. The PCO will be kept informed.

d. The AO will make all necessary corrections to the draft publication. Once complete, the AO will send it back to the SGS while keeping the PCO informed.

e. The SGS will staff the corrected publication with the Command Group. If there are more corrections needed, go to Step 3. If no corrections are needed, the appropriate member of the Command Group will sign the publication's signature page and the USACC Form 5; proceed to Step 6.

f. The SGS will scan the signed signature page into a single page PDF and send it, along with the corrected and approved Word version of the publication, to the PCO. SGS will send the signed Form 5 and 260 to the AO and proponent for official record keeping purposes. The AO will retrieve the signed hard copy of the signature page from the SGS.

8.6. Publication

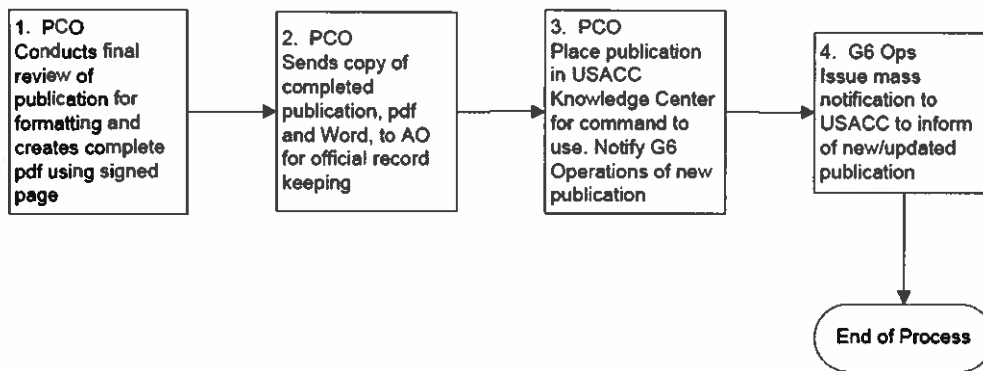


Figure 7. Publication Process Map

a. The PCO will conduct a final review of the publication for formatting and then create the final publication PDF, to include the signed signature page.

b. The PCO will send the AO the final version of the publication in PDF and Word format for official record keeping.

c. The PCO will place the PDF publication in the USACC Knowledge Center for command-wide use. Additionally, the PCO will draft a mass notification for the command and send it to G-6 Operations.

d. G-6 Operations will issue the mass notification to the command to inform of the new publication.

GLOSSARY

Acronyms and Abbreviations

AO

Action Officer

CIO

Chief Information Officer

PCO

Publications Control Officer

PD

Prescribing Directive

PRQ

Publications Review Queue

SGS

Secretary of the General Staff

SJA

Staff Judge Advocate

USACC

U.S. Army Cadet Command