

21st Theater Sustainment Command

Company Command Team Handbook



Company Command Team Handbook

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FOREWORD

Congratulations on your appointment as a Company Command Team Leader within the 21st Theater Sustainment Command. As a leader, you have a powerful impact on Soldiers and the future of the Army. Your appointment indicates that you are a top performer and highly qualified for this essential job.

Taking command at any level is an exciting opportunity, but a successful company command is the most rewarding and personally satisfying job the Army offers. Your experience will serve you well for the rest of your Army career. However, with the responsibility of taking the guidon comes a lot of uncertainty, especially during your first command. You want practical answers to your questions.

This handbook was compiled to address those crucial issues you may face as part of the command team. The subjects are organized around five areas common to company units: headquarters, orderly room, training room, supply room, and the motor pool. Each major topic has links to Army references, information, policies, tips, company command responsibilities, and points of contact. It is a living document meant to grow and mature as you do. We welcome your feedback, positive, negative, and suggested improvements, to the usefulness of what you find in its pages.

Updates to this publication will be made online with access from the 21st TSC Website. CSM Sanchez and I welcome your comments and recommendations for continuous improvement to this handbook. We want you to be completely successful in command and we need your full cooperation to make this possible.

Thank you for your service and dedication to Soldiers and their families. We feel honored to support you in this vital mission. We hope this handbook assists you in caring for our most precious resource – Soldiers, Civilians, and families.

FIRST IN SUPPORT!

MICHAEL A. SANCHEZ
Command Sergeant Major, USA

AUNDRE F. PIGGEE
Major General, USA
Commanding

p.s. If you cannot resolve an issue through your chain of command, click here to direct your question or concern to Commander, 21st TSC: [ASK 21 CDR](#).

PREFACE

1. Purpose:

This handbook assists leaders in properly executing their duties according to DA policy. It provides leaders with information on a variety of topics common to Company Command Teams.

2. General:

a. The information in the handbook includes references, highlights of DA policy, and where to go for more assistance. This handbook also includes company command team responsibilities.

b. Keep in mind this guide does not replace DA policy. The information in this guide was current as of the publication date. Commanders should refer to the appropriate regulation to ensure the information is current before taking final action.

c. Use of the masculine gender includes the feminine gender unless otherwise stated.

3. References:

The reference section consolidates all references used throughout this document and includes hyperlinks to websites.

4. Acronyms and Terms:

The acronym section defines abbreviations and terms used in this guide.

5. User Comments:

Provide comments for improving this guide to the 21st Theater Sustainment Command Inspector General, telephone DSN 314-484-7075 or email [21st TSC IG](#).

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COMPANY HEADQUARTERS

TAKING CHARGE

ARMY COMMAND POLICY

Influential Army leaders provide purpose, direction, and motivation to other people as they operate to accomplish the mission and improve the organization.

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. [21st TSC Policy Letters](#)

2. Policy:

The Army Command Policy regulation, AR 600-20, provides guidance on the many facets of command from the open door policy to dealing with fraternization. It is your guide on regulatory requirements for performance counseling, equal opportunity, and sexual assault programs. The Army mission is to provide necessary forces and capabilities to combatant commanders to support national security and defense strategies. The Army's strategic objectives clearly state the Army's purpose:

- a. Provide relevant and ready land power for the 21st Century security environment;
- b. Train and equip Soldiers to serve as warriors and grow as adaptive leaders;
- c. Sustain an all-volunteer force composed of highly competent Soldiers that are provided an equally high quality of life; and
- d. Provide infrastructure and support to enable the force to fulfill its strategic roles and missions.

3. Command Responsibility:

The means of this strategy are people, more specifically, leaders. As an Army leader, you represent the means for the Army to achieve its desired end. Dig into AR 600-20 to learn more.

4. Points of Contact:

Chain of Command, Equal Opportunity Advisor.

COMMAND PHILOSOPHY

A command philosophy lets your subordinates understand their new commander—her intent, purpose, and direction. The thoughts of your command philosophy don't have to be original: you aren't the first captain to ever command. Get a copy of your battalion commander's command philosophy, so you'll know his direction. Read it; then draft your own.

Prepare your command philosophy in final draft as soon as you've had time to read, talk with key individuals, and think about what you want to do.

More than any other document, your command philosophy should express your personal beliefs about how you want to command the unit. Content and format are your options. Some commanders develop long documents to cover almost every subject in the unit. Others have shorter command philosophies, focused more on their leadership style. In either case, make sure that it gets distributed to every Soldier in the unit.

COMPANY COMMANDER AND FIRST SERGEANT RELATIONSHIP

(Article adapted from Company Command The Bottom Line, John G. Meyer)

No man is a leader until his appointment is ratified in the minds and hearts of his men.

– Author Unknown

The Bottom Line for
Commander and First Sergeant

*The company commander **commands** the unit. The first sergeant **runs** the unit.*

***Communication** (open and two-way) is essential for a company commander—first sergeant relationship.*

***Problems** between a commander and his/her top Soldier, left unresolved, will destroy a unit.*

*A first sergeant wants a company commander who **leads by example** in everything.*

*A company commander wants a first sergeant who **is the best** Soldier in the unit.*



As a general rule, the company commander commands the unit, and the first sergeant runs it. But this rule is a general rule and there is overlap in all areas. You can't do everything by yourself; therefore the Army has "issued" you an extra right hand to share part of the action. The two of you must work out what action to take.

Because you can't do everything yourself, you should have a general division of labor. The commander and 1SG must agree on what areas each will emphasize and then keep each other totally informed. Here are some possibilities:

Who does what?

Company Commander

- Commands, plans, establishes policy, and allocates resources
- Outlines unit operations, readiness, and effectiveness
- Organizes collective training
- Promotes officer professional development
- Handles major disciplinary matters

First Sergeant

- Conducts daily business, including health and welfare and quality of life matters
- Handles individual Soldiers and their equipment and team leading
- Organizes individual training
- Promotes NCO professional development
- Handles minor disciplinary matters

The responsibilities overlap considerably. Each Command Team will develop different role responsibilities.

KNOW YOUR HISTORY

The pride of an organization is often traced back to a common experience shared by its members. Your unit lineage is a source of pride that can assist you to build the company morale and Esprit de Corps. It is to your advantage to learn of the proud traditions shared by all the previous members and periodically share them with your Soldiers. The 21st TSC Lineage and honors continues to be a source of pride for new and old members alike. Find it briefly listed below with the 21st TSC Song. Follow the links online to learn more of its history.

21st TSC LINEAGE AND HONORS

Command History

Following a distinguished tradition of combat service support, the lineage and honors of 21st Theater Sustainment Command began 23 June 1965 with the activation of the 1st Support Brigade. The 21st TSC originated as a maintenance support headquarters under Seventh Army Support Command. The brigade's first home was Taylor Barracks, Mannheim, Germany.

Throughout its evolution, the 21st has retained the lineage and honors, distinguishing flag (colors), and distinctive unit badge and shoulder sleeve insignia of the "FIRST IN SUPPORT!"



The heraldry of the 21st TSC proved to be a great inspiration to Sergeant Burger when he was writing the lyrics to the song. He said,

“The (21st TSC’s) distinguished unit insignia has a blue band that symbolizes the blue of the Rhine River. The first line of the song is ‘from the blue of the Rhine ...’ The line ‘First in Support’ is the unit’s motto. The line ‘a golden arrow flying straight ...’ refers to the line in the distinguished unit insignia symbolism,” Sergeant Burger said. “The broad golden arrow depicts the unit’s mission awareness and its logistical strength.”



21st TSC Song

"First In Support"



Words by SSC Eric Burger
Music by SSC Eric Burger
and John Philip Sousa

4

From the Blue of the Rhine We Al - ways Heed____

9

Train - ing Our For - ces To Take The Lead.____ We Out - fit and Sup -

15

ply the War - ri - or's Fight____ And Help to Pre - serve Our Na - tions Might!____

21

First In Sup - port! Hear our call! Twen - ty First T - S - C Pro -

27

vides it all.____ A Gol - den Ar - row Fly - ing Straight and True,

33

First In Sup - port! We're Here For You!

KEY INITIATIVES FOR SUCCESS

Comprehensive Soldier Fitness (CSF) and Continuous Process Improvement (CPI) are key initiatives designed to improve the quality of life of Soldiers, Civilians, and their families. The result is a stronger, flexible force capable of facing the challenges of sustained operations. The programs equip you for successful command.

COMPREHENSIVE SOLDIER FITNESS (CSF)

21st TSC will “fully embrace Comprehensive Soldier Fitness for our Soldiers, Civilians and Families so that our force is exceptionally agile, self-confident, adaptive, mature, resilient, and motivated.”

– MG Patricia E. McQuiston, Fmr Cdr 21st TSC



1. References:

- a. ALARACT 097/2010, DTG: 061547Z APR 10
- b. ALARACT 192/2010 MOD 1, DTG: 260256Z JUN 10
- c. ALARACT 086/2011 MOD 2, DTG: 042320Z MAR 11
- d. 21st TSC TASKORD 9301-04, DTG: 161616Z OCT 09
- e. 21st TSC TASKORD 9351-02, DTG: 171717Z DEC 09
- f. 21st TSC Command Training Directive, FY 2011-2014
- g. [Soldier Fitness Tracker \(GAT\)](#)
- h. [CSF Website](#)

2. General Information:

a. The program, based on 30-plus years of scientific study and results, uses individual assessments, tailored virtual training, classroom training, and embedded resilience experts to provide the critical skills our Soldiers, Family members and Army Civilians need to thrive in an era of high operational tempo and persistent conflict.

b. CSF marks a new era for the Army by comprehensively equipping and training our Soldiers, Family members and Army Civilians to maximize their potential and face the physical and psychological challenges of sustained operations. The Army is committed to a true prevention model, aimed at the entire force, which will enhance resilience and coping skills



“This training has transformed the way I think of all aspects of my life. I personally have been in a slump in certain areas of both my personal and professional life. This training has truly been a blessing for me, ‘my good stuff’.”

*SFC Thomasine Isler,
Master Resilience Trainer*

“This program is long overdue! Building resilience, strong relationships, effective communication, capitalizing on one’s strengths and becoming aware of weaknesses will only result in a more sound, well-grounded and healthier Soldier.”

*SFC Paula LeBov,
Master Resilience Trainer*

“The Comprehensive Soldier Fitness program is a well-designed, well-rounded, evidence-based program that focuses on five important dimensions to increase resilience and enhance performance.”

*MAJ Scott Stokoe,
Master Resilience Trainer*

“All Soldiers, Family Members and DA Civilians will reap the benefits of this program, as will anyone with whom they come into contact. This program will help in all aspects of our lives, empowering us to strengthen relationships with our families, our peers and our Soldiers.”

*SFC Jose Sixtos,
Master Resilience Trainer*

enabling them to grow and thrive in today's Army.

c. Four Pillars of the CSF Program:

(1) **Global Assessment Tool (GAT)** – Provides Soldiers with their baseline in four dimensions of strength: emotional, social, spiritual and family; and provides an opportunity to track self-development and growth.

(2) **Self Development Modules** – Educates and provides tools so that Soldiers can develop their strength in the four dimensions.

(3) **Institutional Military Resilience Training** – Trains Soldiers in critical thinking skills increasing a person’s optimism and self-awareness.

(4) **Master Resilience Trainers (MRTs)** – Teaches leaders to instill resilience in subordinates.

The modular Institutional Resiliency Training is at the heart of your unit program. Each member must complete four (4) modules, 28.5 hours, of training summarized in the table below:

Module One: Resilience		Total time: 2 hours
Unit One: Resilience and MRT Competencies		1.5 hours
Unit Two: Hunt the Good Stuff		30 minutes
Module Two: Building Mental Toughness		Total time: 14 hours
Unit One: ATC Model		3 hours
Unit Two: Avoid Thinking Traps	Recommend Consecutive Training	2 hours Unit
Three: Detect Icebergs		2 hours
Unit Four: Energy Management		1 hour
Unit Five: Problem Solving		2 hours
Unit Six: Put It In Perspective		1.5 hours
Unit Seven: Real-time Resilience		2.5 hours
Module Three: Building Character Strengths		
Unit One: Identify Strengths in Self and Others		2.5 hours
Unit Two: Use Strengths in Challenges		2.5 hours
Module Four: Building Strong Relationships		Total time: 6 hours
Unit One: Assertive Communication		2.5 hours
Unit Two: Active Constructive Responding and Praise		3.5 hours
Closing Thoughts and Big Themes		Total time: 1.5 hours
MRT Course (all modules combined)		<u>Total time: 28.5 hours</u>

3. Command Responsibility:

- Ensure all Soldiers complete GAT annually.
- Assign unit MRTs. The MRTs are equipped to train the 28.5 hours.
- Implement sustainment resilience training during ARFORGEN pre-deployment, deployment, and post-deployment phases.

4. Points of Contact:

Unit Master Resilience Trainer, S3/G3 Training.

**CONTINUOUS PROCESS IMPROVEMENT (CPI)
AND
LEAN SIX SIGMA (LSS)**

Ever have a problem that keeps repeating itself? For example: the mail is always late, incoming Soldiers arrive with no notice, or new arriving Soldiers report problems navigating the airport with the family in tow. These are the type of situations that 21st TSC leaders assessed for CPI using the Lean Six Sigma methodology.

1. Reference:

[21st TSC CPI and Lean Six Sigma Portal](#)

2. What are CPI and LSS?

Continuous Process Improvement (CPI) is what we, as prudent leaders in our resource-constrained environment, strive for every day. It requires constant evaluation of your daily systems to see where you can make incremental adjustments for better output. Lean Six Sigma (LSS) is a formal problem solving methodology that is proven to improve the speed and quality and reduce the cost of repetitive processes. As a command team, you can sponsor projects designed to resolve your problems. The projects are assigned to CPI/LSS trained action officers (officer or enlisted) based on the complexity of the problem.

To leverage CPI and LSS to improve 21st TSC processes, all Battalion level and higher command teams (Cdr, CSM, DCO/senior civilian) will receive a minimum of eight hours of formal CPI/LSS training. Project sponsors are trained through project sponsor training and workshops, and Black and Green Belt practitioners must receive four weeks and two weeks, respectively, of DA-approved Belt training. At company level, the command team must also attend the sponsor training for best use of any Black or Green belt trained personnel assigned to the unit.

3. Command Responsibility:

To inculcate a cost-conscious culture, all leaders (officers, NCOs, and civilians) will include language on their support forms, counseling, and TAPES forms explaining the methods and results (operational benefits, cost avoidance, and cost savings) of their CPI/LSS programs and initiatives.

4. Point of Contact:

21st TSC Operations Research/Systems Analysis (ORSA) Staff Section.

FINANCIAL MANAGEMENT AWARENESS

The Army operates in an increasingly resource-constrained environment resulting in more cost-conscious decision making from the Commander-in-Chief down to the company level. You should be aware and know how much it costs to run your company. Consult your Battalion/Brigade budget officer/comptroller to determine your annual spending targets. Protect and conserve valuable resources where you can without giving up your core mission training requirements. Periodically review your training schedule, contracting actions, supply transactions, and motor pool activities (including TMP usage) for cost saving measures. Areas often abused are TDY travel and Government Purchase cards. See below for links to more information:

DEFENSE TRAVEL SYSTEM (DTS)

DTS is the current system that provides the authorization for Soldiers and DA civilians to go on temporary duty assignments. Organizational Defense Travel Administrators (ODTAs) are at the Brigade level and can assist with the processing of travel authorizations. For information on DTS go to web-site: <http://www.defensetravel.osd.mil/dts/site/index.jsp>

GOVERNMENT PURCHASE CARD (GPC)

A GPC is the primary method for units to purchase supplies that are not in the Army Supply System. The GPC is designed for micro-purchases (less than \$3,000) and not designed to replace contracting officer functions. A GPC team consists of the cardholder and a billing official. The billing official is responsible for approving all purchases and ensuring that the request is in accordance with Army GPC regulations. Misuse of the GPC is a serious offense and punishable under the UCMJ. GPC coordinators can be found at Brigade or Battalion level and can assist in setting up accounts. The *DoD Government Charge Card Guidebook for Establishing and Managing Purchase, Travel and Fuel Card Programs* is located at the following link: http://www.acq.osd.mil/dpap/pdi/pc/docs/dod_charge_card_guide_20090622.doc.

GOVERNMENT TRAVEL CARD (GTC)

The GTC is an individual travel card issued to frequent travelers. A frequent traveler is defined as someone who travels TDY two or more times in a 12 month period. The use of the GTC is only for official travel and authorized items. Cardholders are responsible for proper use of the GTC card and for keeping the account in good status. The GTC was designed to work hand-in-hand with the Defense Travel System (DTS), making travel arrangements easier and more flexible, and payments completed much faster. If it is determined that you need a card, you should contact your Agency Program Coordinator (APC) to apply. If you or your Soldiers have a card it is imperative that the card is managed. Failure to make payments can lead to garnishment of wages, and more importantly, possibly to an adverse affect on your personal credit rating. GTC coordinators can be found at Brigade or Battalion level and can assist in setting up accounts. Information on GTC can be found at the Citibank website http://www.citigroup.com/transactionservices/home/card_solutions/commercial_cards/fed_govt_svcs/forms.jsp as well as on the HQ, 21st TSC, G8, share point.

COMMAND ENVIRONMENT

COMMAND CLIMATE SURVEY

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. DEOCS Website (link below)



- c. [Command Climate Survey Commander's Guide](#)
- d. [DEOCS Sample Report](#)

2. General Information:

Company Commanders will conduct a unit climate assessment within 90 days (180 days for Army Reserve) of assuming command and annually thereafter in accordance with AR 600-20. You should request, demand if necessary, the last survey conducted on the command before you assume command.

The Defense Equal Opportunity Management Institute (DEOMI) is the proponent for the Organizational Climate Survey (DEOCS) questionnaire used to assess command climate. The survey uses the shared perceptions of the Soldiers in your unit to measure climate factors associated with military equal opportunity (EO) and civilian equal employment opportunity (EEO) issues, as well as organizational effectiveness (OE) factors.

The DEOCS allows leaders to proactively assess critical organizational climate dimensions that can impact their organization.

3. Command Responsibility:

Your responsibility for command climate begins when you take the guidon and does not end until you pass it on.

The DEOCS is a tool you can use effectively to periodically assess how the unit is doing.

At a minimum you conduct the climate assessment within 90 days of taking command and once a year thereafter. You can conduct the survey more often if needed. However, to be effective you are responsible to develop and execute a plan of action to address issues the assessment may reveal. The DEOCS reports summarize in four steps how to make the DEOCS results work for you.

MAKING DEOCS RESULTS WORK FOR YOU

(1) **Share the results with the members of your organization.** They provided the information, and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results.

(2) **Validate the results through other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers.

(3) **Establish an action team.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

(4) **Conduct a follow-up DEOCs in 6-12 months.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. A second DEOCS can give you a snapshot of your organization **after** your intervention.

4. Points of Contact:

Equal Opportunity Advisor or Representative, Inspector General.

OFFICE OF THE INSPECTOR GENERAL (OIG)

1. Reference:

[AR 20-1](#), Inspector General Activities and Procedures

2. General Information:

a. Inspector Generals (IGs) are the extension of the eyes, ears, and conscience of the commander. They provide an unbiased, continuing assessment of “climate” effectiveness. IGs work directly for and answer only to their commander (CG).

b. Anyone can file an IG complaint or request IG assistance orally or in writing:

(1) Soldiers cannot be denied access to an IG. They do not have to go through their chain of command. They do not need permission to call or see an IG.

(2) No retribution will be taken against a Soldier who submits an IG complaint.

(3) Persons who ask the IG for help, make a complaint, give evidence, contact or assist an IG during an inspection or investigation or otherwise interact with an IG, have an assurance of confidentiality for their contact. This assurance includes safeguarding their identity, the nature of their contact with the IG, and protection against reprisal. The IG has a duty to protect confidentiality to the maximum extent possible, particularly when it is specifically requested. The intent behind this emphasis on confidentiality is to protect individual’s privacy, maintain confidence in the IG system, and minimize the risk for reprisal. It encourages voluntary cooperation and willingness to ask for help or to present a complaint for resolution. However, confidentiality **cannot** be absolutely guaranteed.

TEN STEPS TO SUCCESS WITH THE INSPECTOR GENERAL

No doubt you have had Soldiers in your command go to the Inspector General with their problems. Some received fast and fair solutions. Too often, though, the result was perceived as wasted time, disappointment, and a conviction that the IG system does not work. The trouble lies not with the system but with a failure to understand it and use it properly. What can the commander do to rectify this? He or she can bring these 10 points to the attention of the Soldiers.

1. Be sure there is a valid issue or problem.
2. Give the Chain of Command a chance to solve the problem.
3. Utilize appropriate forms of redress.
4. Deal with the nearest IG to ensure expediency.
5. Be upfront and honest concerning the issue or problem.
6. Understand the IG’s regulatory and statutory limits.
7. An IG is not a Commander. He or she can only recommend, not order.
8. An IG can only resolve a case on the basis of provable facts.
9. Realize that ongoing investigations or inquiries take time to resolve.
10. Be prepared to take “no” for an answer.

INSPECTIONS OVERVIEW

1. Reference:

[AR 1-201](#), Army Inspection Policy

2. General Information:

All inspections have one purpose: to provide feedback to commanders so they can make decisions that will improve the Army. The focus must remain on measuring compliance against established standards to ensure that the Army as a whole can function effectively in its combat role.

3. Types of Inspections:

a. Command

(1) Initial Command Inspection (ICI)

- (a) Within 90 days of assuming command.
- (b) Identifies unit strengths and weaknesses.
- (c) Cannot be used to evaluate the company commander.
- (d) Helps commanders establish goals, standards, and priorities.
- (e) Not used to compare units.
- (f) Only the inspected commander and that commander's rater will receive the

specific results.

(2) Subsequent Command Inspection (SCI)

(a) Commander will conduct the SCI no later than one year after completion of the company commander's ICI.

(b) Measures progress and reinforces goals/objectives established during the ICI.

(c) The inspecting commander may use the results of the SCI to evaluate the company commander.

(d) Identifies unit strengths and weaknesses.

(Note: Inspecting commander must be present and participating in the ICI and SCI.)

b. Staff Inspection

(1) Led by a staff member of a functional area.

(2) Focuses on a single functional area or a few related areas.

(3) Conducted by the lowest-level staff member technically qualified in the functional area.

(4) Complements command and IG Inspections.

(5) Compliance-oriented.

(Note: **Staff Assistance Visits (SAVs)** are not inspections but are used to assist, teach, and train subordinate staff sections on how to meet the standards required to operate effectively within a particular functional area.)

c. IG Inspection

(1) Pursues systemic issues.

(2) Identifies sub-standard performance, determines the magnitude of the deficiency, and seeks the reason for the deficiency (the root cause).

d. Other inspection terms.

(1) **Audit.** An examination of records to verify their accuracy that is conducted by an independent and qualified agency.

(2) **Organizational Inspection Program (OIP).** A comprehensive, written plan that synchronizes all the organization's inspections and audits, to include those to be conducted by external agencies.

(3) **Staff Assistance Visit (SAV).** A teach and train site visit conducted by a higher level staff section to assist a subordinate staff section with meeting the standards required to operate effectively within a particular functional area. These sessions may be command-directed or may be requested by the subordinate staff.

e. The following link contains the 21st TSC Organizational Inspection Program (OIP) checklists:

<https://portal.eur.army.mil/sites/21tsc/staff/g3/training/oip/Checklists/Forms/AllItems.aspx>.

4. Points of Contact:

Inspector General, Organizational Inspection Program Coordinator.

EDUCATE YOURSELF...

The Army promotes training for units and individual Soldiers. Often leaders do not take the time to educate themselves. Make the time and develop a professional reading list through interviews with your battalion command team, staff and former company commanders. Peers and subject matter experts are also available and necessary resources to assist you while in command and through the rest of your Army career. Below are a few websites with links to online forums and resources that are readily available for your use throughout your time in company command.

STAND-TO!

<http://www.army.mil/standto/>

STAND-TO! is a daily compendium of news, information, and context for Army leaders. One-page in length, it features a focus issue, quotes from senior leaders, news relating to the U.S. Army and the Department of Defense, views from around the world. With a mission focus of providing a broad, objective view of the Army and current Army operations, doctrine and programs, Internet links provided in STAND-TO! lead to both Army and external online resources.

ARMY PROFESSIONAL FORUMS

<https://forums.army.mil/>

Army professional forums maximize collaboration and productivity improvements across Army organizations. These forums allow sharing lessons from training or operations online. The online environment enables those needing the information to learn and apply it in hours rather than months. Professional forums may be one of three types: unit forums, leader forums, and functional forums.

1. Unit Forums – Unit networks, such as Cav Net and Ironhorse Net, support connection and collaboration up and down a unit's chain of command. They are hierarchical and directive. Information is shared immediately after an operation—from the most complex to low-level patrols—and is rapidly distributed to unit members.

2. Leader Forums – Leader networks, such as LEADER NET and NCO Net, allow Army-wide collaboration among peer leaders. Net forums create and transfer knowledge through conversations among Soldiers with similar leadership roles. Members request assistance or provide feedback by posting unclassified versions of tactics, techniques, and procedures, standing operating procedures, and lessons learned from outside the unit.

3. Functional Forums - Functional networks, such as S1NET, S3-XO Net, SustainNet, and Sustainment Center of Excellence (SCoE), support collaboration among Soldiers and Army Civilians who share functional duties and skills. These networks allow all ranks to exchange expertise equally in a positive professional manner. Again, agencies from outside the unit normally develop such networks, and unit KM sections provide connections to them. The section also monitors members' use of the networks to ensure compliance with operations security.

COMPANY COMMAND FORUM

<http://cc.army.mil/>

CC is company commanders. It's a grass-roots, voluntary forum that is by and for the profession with a specific, laser-beam focus on company-level command. By joining, you are gaining access to an amazing community of professionals who love Soldiers and are committed to building combat-ready teams.

ARMY COMMUNITY SERVICE (ACS)

Army Community Service is your resource for solutions to successful Army living. ACS develops, coordinates and delivers services to units, individuals, and families to promote self-reliance, resiliency, and stability – whether during war or peace. Some of the programs/services that ACS provides are Army Family Action Plan, Army Family Team Building, Employment Readiness, Exceptional Family Member Program, Family Advocacy, Financial Readiness, and Soldier & Family Assistance Center.

BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS)

<http://www.armymwr.com/recreation/single/default.aspx>

Better Opportunities for Single Soldiers (BOSS) is a dynamic Department of the Army program that single Soldiers can participate in to enhance their Quality of Life, contribute to their community through Community Service activities, and assist in the planning and execution of their own Recreation and Leisure events.

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ORDERLY ROOM

PERSONNEL ACTIONS

AWARDS

1. References:

- a. [AR 600-8-2](#), Suspension of Favorable Personnel Actions (Flags)
- b. [AR 600-8-22](#), Military Awards
- c. [DA Form 638](#), Recommendation for Award
- d. [21st TSC PAM 600-8-22](#), Awards and Recognition Handbook

2. Policy:

- a. The objective of the Department of the Army Military Awards Program is to provide tangible recognition for acts of valor, exceptional service or achievement, special skills or qualifications, and acts of heroism not involving actual combat.
- b. Implementation of the provisions of this regulation (AR 600-8-22) is a command responsibility. Administrative procedures will ensure the prompt recognition of deserving Soldiers.

3. Command Responsibility:

- a. Ensure that a medal is not awarded or presented to any individual whose entire service subsequent to the time of the distinguished act, achievement, or service has not been honorable.

(1) Individuals on whom favorable personnel actions have been suspended neither are recommended for nor receive awards during the period of the suspense. Exceptions to the above are Soldiers who are flagged for APFT failure IAW AR 600-8-2, para 1-15.

(2) Additionally, a Soldier who is flagged for overweight may be recommended for and presented an award based on valor, heroism, or for length of service retirement. A waiver of the overweight flag must be processed to the first general officer in the Soldier's chain of command for approval or disapproval.

- b. Process award recommendations via Army Knowledge Online (AKO) My Forms utilizing PureEdge format.

- c. Submit awards IAW the following timeline:

AWARD	TO 21st TSC NLT	TO USAREUR NLT	APPROVAL AUTHORITY	DISAPPROVAL AUTHORITY
AAM	N/A	N/A	BN CDR	BN CDR
ARCOM	30 DAYS	N/A	BDE CDR / DCG, 21st TSC	BDE CDR
MSM	30 DAYS	N/A	CG, 21st TSC	BDE CDR
LOM	90 DAYS	45 DAYS	CG, USAREUR	CG, 21st TSC

4. Points of Contact:

Unit Personnel Clerk, S1/G1.

COMMAND SPONSORSHIP

1. References:

- a. [AR 55-46](#), Travel Overseas
- b. [AR 614-30](#), Overseas Service
- c. [Army in Europe Supplement 1 to AR 55-46](#), Transportation and Travel – Travel Overseas
- d. [DA Form 5888](#), Family Member Deployment Screening Sheet
- e. [DD Form 2792](#), Exceptional Family Member Medical Summary
- f. [Joint Federal Travel Regulations, Volume 1, Appendix A](#)

2. General Information:

a. Family members who travel to overseas command under Government orders will be automatically command sponsored effective on their date of arrival into the command. All others must request command sponsorship.

b. In order to request command sponsorship, Soldiers must submit a DA Form 4187 that includes the following information:

(1) Reason for request and date of circumstance which caused action to be initiated (marriage, adoption, etc.).

(2) Date Soldier arrived overseas.

(3) DEROs.

(4) ETS.

(5) Whether or not Soldier is on assignment instructions.

(6) Name of family member(s) for whom command sponsorship is requested.

(7) Date family member(s) arrived in command.

(8) Current location of family members.

(9) Whether or not family members are enrolled in the Exceptional Family Member Program (EFMP).

c. Enclosures to DA Form 4187 will include the following:

(1) Marriage license, court documents, or other such documentation relating to family member.

(2) Current ERB/ORB.

(3) PCS orders and all amendments.

(4) DA Form 5888-R.

(5) Updated DD Form 93.

d. Family in country (Newborns). The following documents are required:

(1) DA Form 4187 – Request Command Sponsorship.

(2) Endorsement memorandum signed by the Battalion Commander.

(3) PCS orders and all amendments.

(4) Birth certificate of newborn.

(5) EFMP Screening. Family members are required to be medically screened at a Military Treatment Facility for possible EFMP enrollment. The following forms are required to be filled out by the Military Treatment Facility: DA Form 5888 and DD Form 2792 and/or DD Form 2792-1.

(6) Current ERB/ORB.

Note 1: Soldiers who have command sponsored dependents and have a child born in country, the child only needs to be enrolled in DEERS, no EFMP needed. The effective date for command sponsorship is the date of birth.

Note 2: If one member of a dual military couple gets an approved overseas separation, the Soldier remaining on active duty must request command sponsorship.

Note 3: The latest of the following dates will be the effective date of command sponsorship:

- a. Date of request.
- b. Date family member(s) arrived in command.
- c. Date tour status is changed.

3. Command Responsibility:

The commander will verify the following:

- a. Sponsor is serving a 36-month tour.
- b. Sponsor has 12 months remaining on tour.
- c. Family member meets criteria to qualify as a dependent as indicated in the Joint Federal Travel Regulations, Volume 1, Appendix A.
- d. Family member is screened through the Exceptional Family Member Program and cleared to reside in the Soldier's assigned location.

4. Points of Contact:

Unit Personnel Clerk, S1/G1, Military Personnel Division.

PERSONNEL ACTION		
For use of this form, see AR 600-8-6 and DA PAM 600-8-21; the proponent agency is ODCSPER		
DATA REQUIRED BY THE PRIVACY ACT OF 1974		
AUTHORITY: Title 5, Section 3012; Title 10, USC, E.O. 9397.		
PRINCIPAL PURPOSE: Used by soldier in accordance with DA PAM 600-8-21 when requesting a personnel action on his/her own behalf (Section II).		
ROUTINE USES: To initiate the processing of a personnel action being requested by the soldier.		
DISCLOSURE: Voluntary. Failure to provide social security number may result in a delay or error in processing of the request for personnel action.		
1. THRU (Include ZIP Code) Commander STB, 21st TSC Unit 23203 APO AE 09263	2. TO (Include ZIP Code) Commander MPD, USAG-K ATTN: Actions APO AE 09227	3. FROM (Include ZIP Code) Commander HHC, 21st TSC Unit 23203 APO AE 09263
SECTION I - PERSONAL IDENTIFICATION		
4. NAME (Last, First, MI)	5. GRADE OR RANK/PMOS/AOC	6. SOCIAL SECURITY NUMBER
SECTION II - DUTY STATUS CHANGE (AR 600-8-6)		
7. The above soldier's duty status is changed from _____ to _____ effective _____ hours, _____		
SECTION III - REQUEST FOR PERSONNEL ACTION		
8. I request the following action: (Check as appropriate)		
<input type="checkbox"/> Service School (Enl only)	<input type="checkbox"/> Special Forces Training/Assignment	<input type="checkbox"/> Identification Card
<input type="checkbox"/> ROTC or Reserve Component Duty	<input type="checkbox"/> On-the-Job Training (Enl only)	<input type="checkbox"/> Identification Tags
<input type="checkbox"/> Volunteering For Oversea Service	<input type="checkbox"/> Retesting in Army Personnel Tests	<input type="checkbox"/> Separate Rations
<input type="checkbox"/> Ranger Training	<input type="checkbox"/> Reassignment Married Army Couples	<input type="checkbox"/> Leave - Excess/Advance/Outside CONUS
<input type="checkbox"/> Reassignment Extreme Family Problems	<input type="checkbox"/> Reclassification	<input type="checkbox"/> Change of Name/SSN/DOB
<input type="checkbox"/> Exchange Reassignment (Enl only)	<input type="checkbox"/> Officer Candidate School	<input checked="" type="checkbox"/> Other (Specify)
<input type="checkbox"/> Airborne Training	<input type="checkbox"/> Asgmt of Pers with Excepstional Family Members	<input type="checkbox"/> Command Sponsorship
9. SIGNATURE OF SOLDIER (When required)		10. DATE (YYYYMMDD)
SECTION IV - REMARKS (Applies to Sections II, III, and V) (Continue on separate sheet)		
1. IAW AR 55-46 and 614-30, SM requests the following family members be Command Sponsored: NAME DATE OF BIRTH RELATIONSHIP ADDRESS 2. DEROS 3. ETS 4. DATE 5. Justification: Encls: PCS Orders DD 93 (Emergency Data) (UPDATED WITH PHYSICAL STREET ADDRESS) Marriage/Birth Certificate ERB/ORB DA 5888 Copy of Passport (PASSPORT #) Legal Court Order-Child Custody Agreement (if single or divorced)		
SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL		
11. I certify that the duty status change (Section II) or that the request for personnel action (Section III) contained herein -		
<input type="checkbox"/> HAS BEEN VERIFIED <input type="checkbox"/> RECOMMEND APPROVAL <input type="checkbox"/> RECOMMEND DISAPPROVAL <input type="checkbox"/> IS APPROVED <input type="checkbox"/> IS DISAPPROVED		
12. COMMANDER/AUTHORIZED REPRESENTATIVE TERRANCE L. KRATZ CPT, LG, Commanding	13. SIGNATURE	14. DATE (YYYYMMDD)

EARLY RETURN OF DEPENDENTS (EROD)

1. References:

- a. [AR 55-46](#), Travel Overseas
- b. [AR 614-30](#), Overseas Service
- c. [Joint Federal Travel Regulation \(JFTR\)](#), Volume I, Paragraph U5900, Dependent Travel

2. General Information:

a. An Early Return of Dependents (EROD) permits both military and civilian dependents to travel to CONUS prior to termination of Soldier's OCONUS tour due to official or personal situations.

b. **Who may request?** The following personnel may request an EROD with a DA Form 4187:

- (1) Soldier
- (2) Dependent (if member is not available or declines to initiate the request)
- (3) Command

c. The following information will be included on Section IV, DA Form 4187:

- (1) Current address of Soldier.
- (2) Current address of dependents.
- (3) Destination of dependents.
- (4) Requested departure date.
- (5) Is dependent command sponsored?
- (6) List each dependent, relationship to sponsor, and DOB.
- (7) Has Soldier cleared quarters?
- (8) Date dependents arrived in country.
- (9) Request shipment of HHG/POV.
- (10) Date departed U.S. (DDUS).
- (11) Date Eligible Return from Overseas (DEROS).
- (12) Expiration Term of Service (ETS).
- (13) Is Soldier on Assignment instructions?

d. **What are EROD entitlements?**

(1) EROD entitles dependents to travel to CONUS at government expense. Foreign-born dependents may also travel to their native country.

(2) Household goods shipment, POV shipment and mobile home transport may be included.

e. Situations in which EROD may be approved for personal situations. Circumstances warranting EROD can be found where:

- (1) Essential medical treatment is not available on site.
- (2) Death or illness of dependent caring for minor dependents occurs.
- (3) Education or housing for dependents is inadequate.
- (4) International situation concerning safety of dependents exists.
- (5) Compelling personal reasons such as financial difficulties adversely affect the member's performance of duties.

(6) Dependent gets orders from Selective Service Board.

(7) There is a lack of employment for dependents 18 years or older.

(8) Other situations involving member court-martial or prison term are found.

f. Return of former spouse and dependents following a divorce or annulment. Former spouse and dependents of military sponsor may receive EROD if deemed in the best interest of the Government, the sponsor, and the former dependents. Either the sponsor or former dependent may request return

g. Command-ordered EROD.

(1) A commander may use EROD to end the OCONUS presence of a family member where the continued presence of the family member is embarrassing to the U.S. Government, is prejudicial to the order, morale, and discipline in the command, or where the family member's safety can no longer be ensured. A commander normally requests EROD orders in situations where family members have committed misconduct, or where force protection or anti-terrorism situations require action.

(2) A family member cannot be forced to depart Germany. If a family member under EROD orders does not depart Germany, but chooses instead to remain and live on the economy, there is no entitlement for Government assistance in the move. The orders end the command sponsorship of the family and provide the family member transportation and shipment of household goods back to CONUS. A family member may decide to remain in Germany despite the EROD orders, hopefully understanding that the Army will not transport the family member to CONUS. If the EROD orders were issued due to misconduct, the family member may also be barred from the installation.

3. Command Responsibility:

A commander must first determine that the family's problems cannot be resolved in the overseas command. Available resources must be exhausted before an EROD request can be granted. EROD should be used only as a last resort.

4. Points of Contact:

Unit Personnel Clerk, S1/G1, Staff Judge Advocate, Army Community Service.

LEAVES AND PASSES

1. References:

- a. [AR 600-8-10](#), Leaves and Passes
- b. FM 5-19, Composite Risk Management (requires AKO login)
- c. [DA 31](#), Request and Authority for Leave
- d. [U.S. Army Combat Readiness/Safety Center](#)
- e. [Travel Risk Planning System \(TRiPS\)](#)

2. General Information:

Leaves and passes are privileges that must be approved by the unit commander. At the same time, Soldiers work hard for and earn their leave. Therefore, commanders must execute equitable and consistent programs in their units to ensure Soldiers get the time off they deserve, while meeting mission and regulatory requirements.

3. Command Responsibility:

a. For non-local leave ensure all Soldiers utilize the Travel Risk Planning System (TRiPS), an automated trip planning tool that incorporates the principles of Composite Risk Management and facilitates a dialogue between supervisor and subordinate prior to POV travel.

b. The Soldier's supervisory chain is responsible for making sure that this plan is in place. Approval of leave and/or pass will in part be conditional on having an agreed upon, viable plan.

c. Establish mileage limits and requirements (ex. vehicle inspection, LES) as necessary for passes and leaves.

d. **Types of passes** – Regular and Special.

(1) Regular Pass – Is a short, authorized absence from post or place of duty during normal off-duty periods (including official holidays). A Soldier remains in an available-for-duty-status during normal off-duty hours unless absence is authorized.

(2) Special Pass – Authorized absence that can be either 3 or 4 days as follows:

(a) 3-Day Pass – Is normally approximately 64 hours in length, usually beginning at the end of normal duty on a workday and ending three days later (for example, end of normal duty hours on Monday until first formation on Thursday). A 3-day pass must include at least one duty day. May be extended to a maximum of 72 hours.

(b) 4-Day Pass – Is usually about 88 hours in length and must include at least two consecutive non-duty days (for example, from end of normal duty hours Thursday until first formation/start of duty Monday). May be extended to a maximum of 96 hours.

e. **Emergency Leave**

(1) The unit commander is the approval authority.

(2) Soldiers must use the Defense Travel System (DTS) to process Emergency Visitation Travel (EVT) and Emergency Leave Travel (EMLV).

(3) Soldiers may request emergency leave with or without American Red Cross verification.

(4) The unit may request verification through the Field Director, American Red Cross, or,

if necessary, from the military activity nearest the location of the emergency, if they doubt the validity of a situation or of the necessity of the Soldier's presence. Commanders should not disapprove emergency leave based solely on a lack of a Red Cross message.

(5) Soldiers that have emergency leave approved without a Red Cross message are required to provide documentation upon their return.

(6) Soldiers may be authorized emergency leave for up to 30 days for emergency situations within the immediate family. For a person in *loco parentis*, the Soldier must sign a statement verifying *loco parentis*. The immediate family includes the following family members of either the Soldier or the Soldier's spouse:

- (a) Parents, including stepparents.
- (b) Spouse.
- (c) Children, including stepchildren.
- (d) Sisters, including stepsisters.
- (e) Brothers, including stepbrothers.
- (f) Only living blood relative.

(g) A person in *loco parentis*. A person in *loco parentis* is one who stood in place of a parent to the Soldier or the Soldier's spouse for 24 hours a day, for at least a 5-year period before the Soldier or the Soldier's spouse became 21 years of age. The person must have provided a home, food, clothing, medical care, and other necessities as well as furnished moral and disciplinary guidance and affection. A grandparent, or other person, normally is not considered to have stood in place of a person when the parent also lived at the same residence. A person is not considered in *loco parentis* for performing baby-sitting or providing day care services.

(7) Guidelines for authorizing emergency leave are as follows:

(a) When the Soldier's presence will contribute to the welfare of a terminally ill member of the immediate family when the expected date of death is within the month.

(b) Because of the death of an immediate family member.

(c) For a serious situation involving accident, illness, or major surgery that cannot be postponed due to the urgency of the medical condition. The situation must result in a serious family problem. The family problem must impose important responsibilities on the Soldier that must be met immediately and cannot be accomplished from his duty station or by any other individuals or by other means.

(d) Because the Soldier is affected personally by a disaster (ex. hurricane) when severe or unusual hardship would be encountered if the Soldier failed to return home.

f. **GOSMC Leave Request** (Request for Unofficial Travel to a Country with Department of State (DoS) Travel Warning)

(1) Personnel requesting unofficial travel to a country with a DoS Travel Warning must have approval from the General Officer Senior Mission Commander (GOSMC) prior to traveling.

(2) Soldier must complete Antiterrorism Force Protection (ATFP) Level I training prior to requesting leave. Once completed, contact the unit Antiterrorism Officer (ATO) to schedule a country-specific ATFP briefing, and to receive the ATO's signature on the ATFP Level I training certificate. The Unit S2 must review and verify that a country brief was provided.

(3) Soldier must review the DoD Foreign Clearance Guide (DoD FCG) and Aircraft and

Personnel Automated Clearance System (APACS) to determine visa and/or country clearance requirements and review the DoS “Countries with a DoS Travel Warning.” Many countries require a State Dept Country Clearance.

(4) List Embassy contact information on the leave form.

(5) Soldier must have a unit contact plan—scheduled times when the traveling Soldier or family member will contact a designated person in his chain of command.

(6) 21st TSC will reject incomplete packets.

4. Points of Contact:

Unit Personnel Clerk, S1/G1, S2/G2.

NOTE: The following 21st TSC Travel Warning Checklist provides guidance for Soldiers who are requesting travel to a country on the DoS-designated travel warning list.

**21st THEATER SUSTAINMENT COMMAND
TRAVEL WARNING CHECKLIST**

RANK/NAME: _____

SECTION: _____

COUNTRY: _____

- DA 31 (w/CG signature block: Patricia E. McQuiston, MG, Commanding)? **Y/N**
- Copy of signed AT Level 1 Training Certificate? **Y/N**
- Complete country specific brief from Antiterrorism Officer (ATO) (See G-3 PMO)? **Y/N**
- Copy of passport with visa stamp (if required) for the country of travel (including family members)? **Y/N**
- Travel itinerary or memorandum for record stating purpose/reason for travel (if applicable)? **Y/N**
- Department of State (DoS) Consular Information Sheet for country of travel? **Y/N**
- Has G2 approved the leave packet? **Y/N**
- Has Soldier reviewed DoD Foreign Clearance Guide, <https://www.fcg.pentagon.mil/fcg.cfm>? **Y/N**
- Has Soldier reviewed DoS Travel Warning for country of travel, http://travel.state.gov/travel/cis_pa_tw/tw/tw_1764.html? **Y/N**
- Copy of approved country clearance from the Aircraft and Personnel Automated Clearance System (APACS), <https://apacs.dtic.mil/apacs/>? **Y/N**
 - Does Soldier have contact information to the U.S. Embassy? **Y/N**
 - Residential/hotel name, address, and phone number provided? **Y/N**
 - Contact plan to include phone number of U.S. Embassy of country traveling and contact phone number in chain of command/NCO Support Chain in remarks section on DA 31? **Y/N**
 - Following statement included in DA 31?
"Communication between (*insert rank & name*) and (*insert rank, name, and phone number*) will occur every XXX day. The Soldier will provide his/her tentative plans for the week to their chain of command. If Soldier is not capable of contacting his/her chain of command, he/she will contact them at the next available opportunity. U.S. Embassy's phone number in (*insert country*) is XXXXXXXX." **Y/N**

VERIFIED BY BN ADJ/NCOIC: _____ **DATE:** _____

Note: All request submitted to the BNS1 that are incomplete will not be accepted.

MEAL CARDS

1. References:

- a. [AR 600-38](#), The Meal Card Management System
- b. [DA Form 4809](#), Meal Card Control Register

2. Policy:

a. Enlisted service members receiving an allowance for subsistence, officers, and civilians will be required to reimburse the Government for meals furnished.

b. Meals available during field duty will be considered as meals furnished for all Soldiers. Reimbursement for all meals available to field duty participants will be through financial and accounting action.

3. Command Responsibility:

a. Appoint, in writing, a Meal Card Control Officer (MCCO) and alternate(s). Personnel will be an officer, a Soldier (E-7 or above or an E-6 filling one of these positions), or a civilian (GS-9 or above) and will be other than food service or Troop Issue Subsistence Activity (TISA) personnel.

b. Ensure all Soldiers assigned/attached and entitled to Subsistence-in-Kind (SIK) are issued a valid meal card.

c. Maintain a DA Form 4809, Meal Card Control Register, for all meal cards issued.

d. Review the Unit Commander's Finance Report (UCFR) and verify that Soldiers issued meal cards are not receiving Basic Allowance for Subsistence (BAS).

e. Field Duty.

(1) Prepare a separate DA Form 4809 when meal cards are issued for use in the field.

(2) Ensure proper documentation is provided to the finance office to recoup or suspend BAS for all available meals during field duty from all enlisted Soldiers authorized BAS and effect payroll deduction for officers with the unit or organization.

(a) In the field from one day through 14 days. Submit a DA Form 4187 to recoup Basic Allowance for Subsistence (BAS).

(b) Field duty in excess of 14 days. Submit a DA Form 4187 to suspend BAS.

4. Points of Contact:

Unit Personnel Clerk, S1/G1.

See following pages for sample BAS recoupment/suspension DA Form 4187s.

PERSONNEL ACTION		
For use of this form, see DA PAM 600-8 and AR 680-1; the proponent agency is MILPERCEN.		
DATA REQUIRED BY THE PRIVACY ACT		
Authority: Title 5, section 3012; Title 10, U.S.C. E.O. 9397. Principal Purpose: Use by service member in accordance with DA Pamphlet 600-8 when requesting a personnel action on his/her own behalf (Section III). Routine Uses: To initiate the processing of a personnel action being requested by the service member. Disclosure: Voluntary. Failure to provide Social Security Number may result in a delay or error in processing of the request for personnel action.		
THRU: (Include ZIP Code) Commander 2d Bn, QM Bde Ft. Lewis, WA 98433	TO: (Include ZIP Code) Finance Officer F&AO Ft. Lewis, WA 98433	FROM: (Include ZIP Code) COMMANDER 143d S&S Company Ft. Lewis, WA 98433
SECTION I - PERSONAL IDENTIFICATION		
NAME (Last, first, MI)	GRADE OF RANK/PMOS (Enl only)	SOCIAL SECURITY NUMBER
SECTION II - DUTY STATUS CHANGE (Proc 9-1, DA Pam 600-8)		
The above member's duty status is changed from _____ Purpose: To recoupe BAS _____ to _____ _____ effective _____ hours, _____ 19 _____		
SECTION III - REQUEST FOR PERSONNEL ACTION		
I request the following action:		
TYPE OF ACTION	Procedure	TYPE OF ACTION
Service School (Enl only)		Reassignment Married Army Couples
ROTC or Reserve Component Duty		Reclassification
Volunteering For Oversea Service		Officer Candidate School
Ranger Training		Asgmt of Pers with Exceptional Family Members
Reasgmt Extreme Family Problems		Identification Card
Exchange Reassignment (Enl only)		Identification Tags
Airborne Training	X	Separate Rations (recouplement (em))
Special Forces Training/Assignment		Leave - Excess Advance/Outside CONUS
On-the-Job Training (Enl only)		Change of Name SSN/DOB
Retesting in Army Personnel Tests		Other (Specify)
SIGNATURE OF MEMBER (When required)		DATE
SECTION IV - REMARKS (Applies to Sections II, III, and V) (Continue on separate sheet)		
(FOR RECOUPEMENT)		
Recoupe BAS effective _____ Hrs _____ Date _____ through _____ Hrs _____ Date _____		
(FOR SUSPENSION)		
Suspension BAS effective _____ Hrs _____ Date _____		
SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL		
I certify that the duty status change (Section II) or that the request for personnel action (Section III) contained herein -		
<input type="checkbox"/> HAS BEEN VERIFIED <input type="checkbox"/> IS APPROVED <input type="checkbox"/> RECOMMEND APPROVAL <input type="checkbox"/> RECOMMEND DISAPPROVAL <input type="checkbox"/> IS DISAPPROVED		
COMMANDER/AUTHORIZED REPRESENTATIVE	SIGNATURE	DATE
Dan Taylor, Cpt, Commanding		

DA FORM 4187
DEC 82

EDITION OF FEB 81 WILL BE USED

COPY 1

Sample of a completed DA Form 4187 (Enlisted BAS recouplement/suspension action)

PERSONNEL ACTION			
For use of this form, see DA PAM 600-8 and AR 680-1; the proponent agency is MILPERCEN.			
DATA REQUIRED BY THE PRIVACY ACT			
Authority: Title 5, section 3012; Title 10, U.S.C. E.O. 9397. Principal Purpose: Use by service member in accordance with DA Pamphlet 600-8 when requesting a personnel action on his/her own behalf (Section III). Routine Uses: To initiate the processing of a personnel action being requested by the service member. Disclosure: Voluntary. Failure to provide Social Security Number may result in a delay or error in processing of the request for personnel action.			
THRU: (Include ZIP Code) Commander 2d Bn, QM Bde Ft. Lewis, WA 98433	TO: (Include ZIP Code) Finance Officer F&AO Ft. Lewis, WA 98433	FROM: (Include ZIP Code) COMMANDER 143d S&S Company Ft. Lewis, WA 98433	
SECTION I - PERSONAL IDENTIFICATION			
NAME (Last, first, MI) (See attached roster)	GRADE OF RANK/PMOS (Enl only)	SOCIAL SECURITY NUMBER	
SECTION II - DUTY STATUS CHANGE (Proc 9-1, DA Pam 600-8)			
The above member's duty status is changed from _____ to effect payroll deduction _____ _____ to _____ _____ effective _____ hours, _____ 19 _____			
SECTION III - REQUEST FOR PERSONNEL ACTION			
I request the following action:			
	Procedure		Procedure
Service School (Enl only)		Reassignment Married Army Couples	
ROTC or Reserve Component Duty		Reclassification	
Volunteering For Oversea Service		Officer Candidate School	
Ranger Training		Asgmt of Pers with Exceptional Family Members	
Reasgmt Extreme Family Problems		Identification Card	
Exchange Reassignment (Enl only)		Identification Tags	
Airborne Training		Separate Rations	
Special Forces Training/Assignment		Leave - Excess Advance/Outside CONUS	
On-the-Job Training (Enl only)		Change of Name/SSN/DOB	
Retesting in Army Personnel Tests		X Other (Specify) Payroll deduction (off)	
SIGNATURE OF MEMBER (When required)		DATE	
SECTION IV - REMARKS (Applies to Sections II, III, and V) (Continue on separate sheet)			
The following meal rates are authorized to be deducted from the officer personnel indicated on the roster.			
	Meals Available		
Breakfast	4		
Lunch	5		
Dinner	5		
SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL			
I certify that the duty status change (Section II) or that the request for personnel action (Section III) contained herein:			
<input type="checkbox"/> HAS BEEN VERIFIED <input type="checkbox"/> IS APPROVED <input type="checkbox"/> RECOMMEND APPROVAL <input type="checkbox"/> RECOMMEND DISAPPROVAL <input type="checkbox"/> IS DISAPPROVED			
COMMANDER/AUTHORIZED REPRESENTATIVE Dan Taylor, Cpt, Commanding	SIGNATURE	DATE	

DA FORM 4187
DEC 82

EDITION OF FEB 81 WILL BE USED

COPY 1

Sample of a completed DA Form 4187 (Officer payroll deduction)

PERSONNEL MANAGEMENT

CHAPLAIN

The U.S. Army Chaplaincy provides religious support to America's Army while assisting commanders in ensuring the right of free exercise of religion for all Soldiers. In short, we nurture the living, care for the wounded, and honor the fallen.

1. Reference:

[AR 165-1](#), Army Chaplain Corps Activities

2. General Information:

Chaplains: What do they do for the company?

a. Army Chaplain – **Part of a Team**

All Army Chaplains are coupled with an enlisted Soldier known as a Chaplain Assistant. Together they form the Unit Ministry Team (UMT). Due to the non-combatant status of a Chaplain, the Chaplain Assistant is responsible for the security of the team. Fully trained in Soldier tasks and religious support matters, the Chaplain Assistant rounds out the ministry of the UMT providing military expertise and basic Soldier counseling capabilities. UMTs are a Battalion Staff asset which can provide seasoned expertise for the Company Cdr and 1SG.

b. Army Chaplain – **Faith Distinctive**

Army Chaplains are expected to observe the distinctive doctrines of their faith while also honoring the right of others to observe their own faith. While serving their own faith groups in the Army, chaplains also ensure and provide the means for others to observe their own faith in accordance with US law and regulations. Chaplains and Chaplain Assistants are in the Army to help you develop and practice your faith and to assist you with your personal spiritual life regardless of religious affiliation.

c. Army Chaplain – **Army Family**

While Soldiers are at the heart of a chaplain's ministry, chaplains are also responsible for caring for the Soldiers' families, and may often find themselves serving the spiritual needs of Sailors, Marines, or Airmen. Whether it is leading worship and preaching, administering the sacraments, counseling young couples, establishing education classes and youth groups, or working with parish and congregational advisory groups. The Army Chaplain is proactive about taking care of the spiritual needs of all Soldiers regardless of rank or position. All Soldiers and Family members are invited to participate in Army Chapels and find enjoyment from worshipping and serving in them.

3. Points of Contact:

Brigade/Command Unit Ministry Team.

COUNSELING

Providing regular and effective performance counseling to all Soldiers, not just those whose performance fails to meet unit standards, is a command function.

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. [AR 600-100](#), Army Leadership
- c. [AR 623-3](#), Evaluation Reporting System
- d. [AR 690-400](#), (Civilian Personnel) Chapter 4302 Total Army Performance Evaluation System
- e. FM 6-22, Army Leadership, Appendix B (requires AKO login)
- f. [DA Form 67-9-1](#), Officer Evaluation Report Support Form
- g. [DA Form 2166-8-1](#), NCOER Counseling and Support Form
- h. [DA Form 4856](#), Developmental Counseling Form

2. General Information:

- a. All leaders have a responsibility to develop those junior to them to the fullest extent possible. In addition to institutional training and education, leaders can facilitate development through the knowledge and feedback they provide through counseling, coaching, and mentoring.
- b. Counseling is a standardized tool used to provide feedback to a subordinate. Counseling focuses on the subordinate by producing a plan outlining actions the subordinate can take to achieve individual and organizational goals. It is critical to leader development and should be part of a comprehensive program for developing subordinates. A consistent counseling program includes all subordinates, regardless of the level of each one's potential. Counseling provides advice and makes suggestions concerning effective counseling.
- c. Effective performance counseling of officers, noncommissioned officers (NCO), enlisted Soldiers, and DA civilian employees helps to ensure that they are prepared to carry out their duties efficiently and accomplish the mission. AR 623-3 and AR 690-400 contain counseling requirements in conjunction with the evaluation reporting systems.

3. Command Responsibility:

- a. Ensure all members of your command receive timely performance counseling.
- b. Raters will utilize the appropriate support form when conducting performance counseling for company grade officers and noncommissioned officers.
- c. Determine the timing and specific methods used to provide guidance and direction through counseling (FM 6-22, Appendix B).

4. Points of Contact:

S1/G1, Inspector General, Civilian Personnel Advisory Center.

TOP 10 THINGS YOU NEED TO KNOW ABOUT THE REPEAL OF DON'T ASK, DON'T TELL

On December 22, 2010, the President signed legislation that led to the repeal of DADT. The legislation provides that repeal would take effect 60 days after the President, Secretary, and Chairman certify to Congress that the Armed Forces are prepared to implement repeal in a manner that is consistent with the standards of military readiness, military effectiveness, unit cohesion, and recruiting and retention of the Armed Forces. This certification occurred July 22, 2011, and the repeal of DADT occurred on September 20, 2011. Repeal led to some changes in policies, but many of our policies required no change as they are sexual orientation neutral. It remains the policy of DoD not to ask Service members or applicants about their sexual orientation, to treat all members with dignity and respect, and to maintain good order and discipline.

ACCESSIONS AND SEPARATIONS POLICIES

The Services will no longer separate Service members under DADT. Service members who had an approved separation date forecasted after repeal that was based solely on DADT will have that separation cancelled. The Services have ceased all pending investigations, discharges, and administrative proceedings commenced solely under DADT.

Statements about sexual orientation are no longer a bar to military service.

Former Service members discharged under DADT may apply for re-entry, and will be evaluated according to the same standards as all other applicants for re-entry. The Services will continue to use existing policy and procedures to determine the appropriate rank and time-in grade credit awarded. Time-in-service will be awarded.

STANDARDS OF CONDUCT

Existing standards of conduct continue to apply to all Service members regardless of sexual orientation. All Service members are responsible for upholding and maintaining the high standards of the U.S. military at all times and in all places.

MORAL AND RELIGIOUS CONCERNS

There are no changes regarding Service members' exercise of religious beliefs, nor are there any changes to policies concerning the Chaplain Corps of the Military Departments and their duties. The Chaplain Corps' First Amendment freedoms and their duty to care for all have not changed. All Service members will continue to serve with others who may hold different views and beliefs, and they will be expected to treat everyone with respect.

PERSONAL PRIVACY

The creation of separate bathroom facilities or living quarters based on sexual orientation is prohibited, and Commanders may not establish practices that physically segregate Service

members according to sexual orientation. Consistent with current policy, Commanders will continue to maintain the discretion to alter berthing or billeting assignments in accordance with Service policy in the interest of maintaining morale, good order and discipline, consistent with performance of the mission.

BENEFITS

Service members continue to have some benefits for which they may designate beneficiaries, regardless of sexual orientation. Eligibility for a number of other benefits is restricted by applicable statutes, including DOMA. In connection with DADT repeal, DoD is engaged in a careful and deliberate review of the possibility of extending eligibility benefits, if legally permitted, to other individuals, including same-sex partners. A list of currently available member-designated benefits is located at http://www.defense.gov/dadt_repeal.

EQUAL OPPORTUNITY

Sexual orientation will not be considered along with race, color, religion, sex, and national origin as a class under the Military Equal Opportunity (MEO) program and will not be dealt with through the MEO complaint process. All Service members, regardless of sexual orientation, are entitled to an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility possible. Harassment or abuse based on sexual orientation is unacceptable and will be dealt with through command or inspector general channels.

DUTY ASSIGNMENT

There are no changes to duty assignment policies. All Service members will continue to be eligible for world-wide assignment without consideration of sexual orientation. Service members assigned to duty, or otherwise serving in countries in which homosexual conduct is prohibited or restricted, will abide by the guidance provided to them by their local commanders.

COLLECTION AND RETENTION OF SEXUAL ORIENTATION DATA

Sexual orientation is a personal and private matter. DoD components, including the Services are not authorized to request, collect, or maintain information about the sexual orientation of Service members except when it is an essential part of an otherwise appropriate investigation or other official action.

RELEASE FROM SERVICE COMMITMENTS

There will be no new policy to allow for release from service commitments for Service members who are opposed to repeal of DADT or to serving with gay and lesbian Service members.

ENLISTED PROMOTIONS

1. References:

- a. [AR 600-8-19](#), Enlisted Promotions and Reductions
- b. [AR 600-20](#), Army Command Policy
- c. [DA Form 3355](#), Promotion Point Worksheet
- d. [Active Component Semi-Centralized Promotions SGT/SSG \(For use effective 2 May 2011, FAQ, A/O 13 June 2011, Version 4](#)
- e. [Enlisted Selections and Promotions](#)

2. General Information:

a. The objective of the Army's Enlisted Promotions System is to fill authorized enlisted spaces with the best qualified Soldiers. Further, this system provides for career progression and promotions that are in line with potential and for recognition of the best qualified Soldier, which will attract and retain the highest caliber Soldier for a career in the Army. Additionally, the system precludes promoting the Soldier who is not productive or not the best qualified, thus providing an equitable system for all Soldiers.

b. Company commanders are authorized to promote Soldiers to the ranks of PV2/E-2, PFC/E-3, and SPC/E-4. The eligibility criteria for automatic promotion to PV2, PFC, and SPC will be as follows:

(1) The promotion to PV2 requirement is 6 months time in service (TIS).

(2) The promotion to PFC requirements are 12 months TIS and 4 months time in grade (TIMIG).

(3) The promotion to SPC requirements are 24 months TIS and 6 months TIMIG.

c. Field-grade CDRs in units authorized a commander in the grade of LTC or higher have promotion authority to the grades of SGT and SSG.

d. The following outlines some conditions that may result in a Soldier (Specialist through Master Sergeant) being nonpromotable to a higher grade:

(1) A Soldier is absent without leave (AWOL).

(2) A written recommendation sent to the promotion authority to reclassify a Soldier for inefficiency or disciplinary reasons. If the recommendation is approved, the Soldier will be removed from the promotion list.

(3) A Soldier becomes ineligible to reenlist (ex. qualifying conviction under the [Lautenberg Amendment](#) (possess firearms or ammo after convicted of misdemeanor domestic violence), AR 600-20 para 4-23) or a bar to reenlistment is approved.

(4) A Soldier is without appropriate security clearance.

(5) A Soldier incurs a flag under the provisions of AR 600-8-2.

(6) A Soldier is command-referred and enrolled in the Army Substance Abuse Program (ASAP). (Note: Self-referred Soldiers are eligible for promotion while enrolled in ASAP, provided otherwise qualified.)

3. Command Responsibility:

- a. [AAA-117, Enlisted Advancement Report](#)

(1) Review the AAA-117 each month for accuracy and identify Soldiers for Advancement (Private through Specialist/Corporal).

(2) Screen the AAA-117 report against the AAA-095, Suspension of Favorable Personnel Actions Management Report, to verify that Soldiers are not flagged.

(3) Ensure the current AAA-117 report is reconciled against the previous month's report to determine if previous actions have processed.

(4) Circle YES for those recommended or NO for those not recommended.

(5) Personally initial each entry and sign the report.

(6) Forward the AAA-117 report to the Battalion Commander for his/her review and signature for all Specialist advancements.

b. AAA-294, Enlisted Promotion Report

(1) Review the AAA-294 each month for accuracy and identify Soldiers to be recommended for promotion (Sergeant and Staff Sergeant).

(2) Circle YES for those recommended or NO for those not recommended.

(3) Personally initial each entry and sign the report.

(4) Complete a recommendation memorandum for Soldiers recommended for board appearance which includes points to be awarded in Section A (2) Duty Performance Evaluation on the DA Form 3355.

(5) Return completed report and recommendation memorandum(s) to the BN HR within five duty days.

(6) Ensure Soldiers who are fully qualified, but not recommended, for board appearance are counseled.

(7) Provide a copy of counseling to the BN HR for the promotion authority's approval and for filing with the AAA-294, Enlisted Promotion Report.

c. Counseling of Soldiers not recommended for promotion. Ensure first-line leaders counsel Soldiers who are eligible for promotion to PV2 through SSG without a waiver (fully qualified), but not recommended, in writing. Counseling will take place initially when the Soldier attains eligibility, and at least every 3 months thereafter, and include information as to why the Soldier was not recommended and what can be done to correct deficiencies or qualities that reflect a lack of promotion potential.

4. Points of Contact:

Unit Personnel Clerk, S1/G1.

UPDATE!!! The following document modifies several NCO promotion policies targeted for implementation beginning in FY12. These revised personnel policies, which affect all components, are designed to support a developmental timeline that provides balance and predictability between PME and operating force requirements within an ARFORGEN environment.



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

SEP 23 2011

SAMR

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Enlisted Personnel Policies in Support of the Army Leader Development Strategy (ALDS)

1. References.

- a. A Leader Development Strategy for a 21st Century Army, 25 Nov 09.
- b. CSA Memorandum, Subject: Calendar Year (CY) 2010 Objectives, 18 Jan 10.
- c. VCSA Sends, Subject: Command Support of Professional Military Education (PME) (Officer, Warrant Officer, and Noncommissioned Officer), 071303Z Apr 10.
- d. DAPE-MPE-PD Memorandum, Enlisted Promotions and the Army Leader Development Strategy, 17 Sep 10.
- e. Army Regulation 25-30, The Army Publishing Program, 27 Mar 06.
- f. Army Regulation 600-8-19, Enlisted Promotions and Reductions, 20 Mar 08.

2. Applicability: Active Component (AC), US Army Reserve (USAR), Army National Guard (ARNG), and Army National Guard of the United States (ARNGUS).

3. A significant asymmetrical advantage we have over our enemies is the quality of our leaders. This advantage is a result of our institutional commitment to leader development. For that reason, the CSA added implementation of the Army Leader Development Strategy (ALDS) (reference 1a) as one of his six objectives for CY10 (reference 1b). The ALDS articulates characteristics desired in our Army leaders as they progress through their careers from initial service affiliation to retirement, within the framework of a leader development process that is deliberate, continuous, sequential, and progressive. While the Army's visualization of how it will train and educate leaders in an era of persistent conflict continues to evolve, we must ensure related policies support a common goal of developing an all-volunteer Army into adaptive, thinking, broadly skilled NCO leaders. In April 2010, the VCSA asked leaders (reference 1c) at all levels to ensure our NCOs are afforded the opportunity to attend professional military

SAMR

SUBJECT: Enlisted Personnel Policies in Support of the Army Leader Development Strategy (ALDS)

education (PME) in accordance with their developmental timelines, stressing that experience is not the sole foundation for leader development.

4. This memorandum outlines revised personnel policies designed to support a developmental timeline that provides balance and predictability between PME and operating force requirements within an Army Force Generation (ARFORGEN) environment. These revised policies provide balance between the manpower demands of the ARFORGEN cyclic readiness model and the demand for education and broadening experiences in the ALDS. Once implemented, the proposed NCO developmental timeline (encl 1) will support the ALDS to produce confident, competent, versatile leaders for our 21st Century Army.

5. Effective October 1, 2011, the following policy changes are approved for implementation:

a. Service obligations for promotion (all Army Components). Soldiers incur a 36-month service obligation (or TPU service remaining requirement) upon accepting promotion to Sergeant First Class (SFC), Master Sergeant (MSG), and Sergeant Major (SGM) when selected by a FY12 selection board (convene date of October 1, 2011) or later (AR 600-8-19, chapters 4, 5 and 7).

b. Promotion eligibility (Time in Grade) (AC and USAR only). Soldiers competing for consideration to SFC and MSG must have a minimum of 36 months time in grade (TIG) for secondary zone consideration (as of the board convene date) effective with FY12 selection boards (convene date of October 1, 2011) or later. Primary zone consideration begins upon attainment of 48 months TIG (as of the board convene date) (AR 600-8-19, chapters 4 and 5).

c. Promotion eligibility (Time in Service) (USAR (less AGR) only).

(1) Minimum time in service (TIS) requirement for consideration to MSG is 12 years (AR 600-8-19, chapter 5).


(2) Minimum TIS requirement for consideration to SGM is 17 years (AR 600-8-19, chapter 5).

d. NCOES waivers for promotion eligibility (All Components). Effective with FY12 selection boards, eliminate NCOES waivers for Soldiers competing for consideration to SFC and MSG. Completion of the Army Leaders Course is required for promotion consideration to SFC and completion of the Senior Leaders Course is required for promotion consideration to MSG without exception (AR 600-8-19, chapter 1).

6. All applicable regulatory modifications, outlined in Annex A (encl 2), will be processed as a rapid action revision per reference 1e.

SAMR
SUBJECT: Enlisted Personnel Policies in Support of the Army Leader Development Strategy (ALDS)

7. Point of contact for this action is Mr. Gerald J. Purcell, Personnel Policy Integrator, Enlisted Career Systems Division, at (703) 695-7960, DSN 225-7960 (gerald.purcell@hqda.army.mil).



THOMAS R. LAMONT
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

2 Encls
as

DISTRIBUTION:

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CDR, IMCOM
CDR, INSCOM
CDR, MDW
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CDR, USAASC
CDR, USARC
CDR, USASMDC/ARSTRAT
DIR, ARNG
CDR, HRC

CF:
SMA
HQDA, DCS, G-3/5/7

EQUAL OPPORTUNITY (EO)

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. [DA Form 7279](#), Equal Opportunity Complaint Form
- c. [U.S. Army G-1, Deputy Chief of Staff, Equal Opportunity Branch](#)

2. General Information:

a. The Equal Opportunity (EO) program formulates, directs, and sustains a comprehensive effort to maximize human potential to ensure fair treatment for military personnel, family members, and DA civilians without regard to race, color, gender, religion, or national origin, and provide an environment free of unlawful discrimination and offensive behavior.

b. There are two types of EO complaints: informal and formal.

(1) An informal complaint is any complaint that a Soldier, family member or DA civilian does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander, or other person in the complainant's chain of command.

(2) A formal complaint is one that the complainant files in writing and swears to the accuracy of the information. Formal complaints are submitted on DA Form 7279. They require specific actions, are subject to timelines, and require documentation of the actions taken.

c. Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. This time limit is established to set reasonable parameters for the inquiry or investigation and resolution of complaints, to include ensuring the availability of witnesses, accurate recollection of events, and timely remedial action. If a complaint is received after 60 calendar days, the commander may/may not conduct an investigation into the allegations or appoint an investigating officer.

3. Command Responsibility:

- a. Be personally responsible and accountable for the EO climate within your unit.
- b. Develop and implement EO programs that enhance unit cohesion, esprit, and morale.
- c. Assign an Equal Opportunity Representative (EOR) to your unit.
- d. Identify unlawful discriminatory practices affecting military personnel and family members, initiate corrective actions, and provide follow-up and feedback throughout problem resolution.
- e. Upon receipt of an EO complaint, process the complaint in accordance with AR 600-20, Appendix D. The commander has 14 calendar days (or three weekend drill periods for Reserve Components) in which to conduct an investigation, either personally or through appointment of an investigating officer. If due to extenuating circumstances, it becomes impossible to conduct a complete investigation within the 14 calendar days allowed, the command may obtain an extension from the next higher commander for usually not more than 30 calendar days.

4. Points of Contact:

Equal Opportunity Advisor/Representative, Inspector General.

FAMILY CARE PLAN (FCP)

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. [DA Form 5304](#), Family Care Plan Counseling Checklist
- c. [DA Form 5305](#), Family Care Plan

2. General Information:

AR 600-20, Army Command Policy, clarifies Family Care Plan (FCP) requirements and includes usable examples of the various components required for a viable FCP. It also includes a comprehensive appendix of sample powers of attorney, letters of instruction to local and long-term guardians, guardian acceptance certificates, and DA Form 5304 (Family Care Plan Checklist) and DA Form 5305 (Family Care Plan).

3. Command Responsibility:

- a. Conduct or arrange for Family Care Plan counseling and require a Family Care Plan be completed when any of the following apply –
 - (1) A pregnant Soldier who –
 - (a) Has no spouse; divorced, widowed, or separated; or is residing without spouse.
 - (b) Is married to another service member of an Active Army or Reserve Component of any service (Army, Air Force, Navy, Marines, or Coast Guard).
 - (2) A Soldier who has no spouse; is divorced, widowed, or separated, or is residing apart from his or her spouse; who has joint or full legal and physical custody of one or more family members under the age of 19; or who has adult family members incapable of self-care regardless of age.
 - (3) A Soldier who is divorced and not remarried, and who has liberal or extended visitation rights by court decree that allows family members to be solely in the Soldier's care in excess of 30 consecutive days.
 - (4) A Soldier whose spouse is incapable of self-care or is otherwise physically, mentally, or emotionally disabled so as to require special care or assistance.
 - (5) A Soldier categorized as half of a dual-military couple of the AA or RC of any service who has joint or full legal custody of one or more family members under age 19 or who has adult family members incapable of self-care regardless of age.
- b. Ensure your Soldiers maintain current and effective plans for their family members and develop a method to validate and systematically check the POCs listed.
- c. Commanders will initiate a Bar to Reenlistment against Soldiers who have been counseled per AR 600-20, Chapter 5, and who do not have on file within 2 months after counseling, an approved Family Care Plan as described in AR 600-20, Chapter 5.
- d. Soldiers without adequate Family Care Plans should be considered for separation processing. Commanders should contact legal assistance for guidance on separations.

4. Points of Contact:

Unit Personnel Clerk, S1/G1, Staff Judge Advocate.

FAMILY READINESS GROUP (FRG)

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. [AR 608-1](#), Army Community Service Center
- c. [The Army Family Readiness Group Handbook](#)

2. General Information:

a. A Family Readiness Group (FRG) is a commander's program formed in accordance with AR 600-20 and appendix J to provide activities and support that encourage self-sufficiency among its members by providing information, referral assistance, and mutual support.

b. Family readiness is a critical aspect of Soldier readiness. Family readiness is the mutual reinforcement and support provided by the unit to Soldiers, civilian employees, retirees, and family members – both immediate and extended. Examples include FRGs, telephone trees, virtual FRGs, newsletters, and other volunteer programs and activities. The FRG is formed in accordance with AR 600-20, Army Command Policy and not AR 210-22, Private Organizations. FRGs are not a nonappropriated fund instrumentality (NAFI) (see AR 215-1).

3. Command Responsibility:

a. Personnel and FRG Roster maintenance. Maintaining an accurate and complete contact roster at all times for Soldiers, both single and married, and their family members is critical to maintaining Soldier and family readiness and supports the efforts of the FRG to foster and maintain effective communication with families, especially during deployment. Comprehensive contact information for both the Soldier and family should include the following:

- (1) Full Name
- (2) Mailing Address (APO)
- (3) Physical Address
- (4) Home Phone Number
- (5) Cell Phone Number
- (6) E-mail Address
- (7) Names and Ages of dependent children.

b. Encourage Soldiers and their spouses to provide the spouse's phone numbers and e-mail address so that she/he can be contacted directly by the unit for official information. At all times, information should be kept confidential and spouses have the right to restrict the degree and manner in which they may be contacted by the FRG.

c. Update information regularly on company rosters and with the Battalion S1 and FRSA (Family Readiness Support Advisor). This is critical to the Company Commander's ability to support an effective FRG and maintain unit and family readiness.

- d. ACS offers the following areas for FRG support:
- (1) Expertise and support.
 - (2) Training.
 - (3) FRG leader forum.
 - (4) FRG orientation program.

- (5) Resource materials.
- (6) Meeting facilities.
- (7) Homecoming and reunion activities.
- (8) Information and referrals.

4. Points of Contact:

Unit Family Readiness Group Coordinator, Army Community Service, S1/G1.

GREEN TO GOLD SCHOLARSHIP PROGRAM

1. References:

- a. [Army Reserve Officer Training Corps \(ROTC\)](#)
- b. [Hip Pocket Scholarship Guide](#)

2. General Information:

a. The Army ROTC Green to Gold Division Commander's Hip Pocket Scholarship Program provides selected Soldiers the opportunity to complete their baccalaureate degree requirements and obtain a commission through participation in the ROTC Scholarship program. Each year Division Commanders can nominate deserving Soldiers for two-year Green to Gold scholarships. Units are encouraged to nominate Soldiers under their command who have exhibited the potential for further outstanding service to America and our Army as commissioned officers. The best way to ensure your deserving Soldiers have this opportunity is to encourage them to apply now! Interested Soldiers are encouraged to follow-up with their chain of command.

b. The Cadet Command Form 173-R, *U.S. Army ROTC Green to Gold 4-, 3-, and 2-year Scholarship Application*, is accessible through the Green to Gold Access Portal, <http://www.goarmy.com/learn.html>. Once Soldiers create an account, they can review the eligibility requirements and complete the online application process.

c. This scholarship will pay a full tuition, as well as \$1,200.00 annually for books and supplies. Once contracted, the cadet will also receive a monthly stipend up to \$500.00 per month, depending on their academic status, up to ten months per year.

3. Command Responsibility:

a. Identify deserving Soldiers for the program. **Note: The 21st TSC Commanding General can approve three (3) Soldiers each year.** This is subject to change annually per the Cadet Command.

b. Prior to submission, ensure nominated Soldiers meet the requirements per the Hip Pocket Scholarship Guide.

c. The annual application deadline occurs in March for the following Fall school year enrollment.

4. Point of Contact:

21st TSC G1 Officer Management Branch.

MEMORIAL AFFAIRS

1. References:

- a. [AR 638-2](#), Care and Disposition of Remains and Disposition of Personal Effects
- b. [AR 600-8-1](#), Army Casualty Program
- c. [AER 40-400](#), Reporting Births, Deaths, and Diseases

2. General Information:

US Army Memorial Affairs Activity-Europe (USAMAA-E) provides OCONUS Mortuary Affairs services to the active duty SM, dependents of the active duty SM, DoD civilians, dependents of DoD civilians and retirees of the US Armed Forces. Services are also available for US civilians abroad, by requesting assistance through the local US Consulate.

3. Frequently Asked Questions:

a. Who do I notify of a death?

When a death occurs, there are key issues that need to be identified. Where did the death occur and is it suspicious in nature? When a death occurs outside of a medical treatment facility, the local authorities need to be notified first (EMS, Police, CID, Armed Forces Medical Examiner). When a death occurs in a medical treatment facility, most often the authorities have been notified at the time they were admitted if needed. There are certain procedures for commands to follow on how the information is sent throughout USAREUR. These procedures can be identified by contacting USAREUR Casualty, 24hr DSN: 370-4370/4369 or 06221-57-4370.

b. How long does it take to get the deceased to their destination for final disposition?

There are a several different factors involved that determine a time frame from the time of death to final disposition or to home of record for funeral services. These factors may include, who has jurisdiction, the host nation authorities or the US authorities? Is an autopsy required and is the family doing a compassionate reassignment? Every situation has different circumstances that a Civilian Mortician from the mortuary can help guide and direct the surviving family members on what will happen next in the process.

c. How much cost is there when using the services of the US Army Mortuary?

There are different categories of who is entitled to specific benefits and what types of out of pocket expenses can be expected. Contacting the Mortuary is the best way to obtain current charges and identifying the eligibility of the deceased.

4. Command Responsibility:

When a death of an active duty SM occurs, the command responsibilities will be more detailed than with the death of a dependent. The command has the ability and the resources to work with the surviving family members to ensure certain needs are met at the time of death and after the funeral services are completed. Death can affect everyone differently and we need to be looking for signs from the grieving family, so the command can help identify if a family may be in need of additional help.

5. Points Of Contact:

US Army Mortuary, Landstuhl, Germany

DSN: 486-7073; Commercial: 06371-86-7073

24hr NCO "ON CALL" – 0162-234-1710

24hr Mortuary Officer "ON CALL" – 0162-234-1532

dl21tscmortuaryusers@eur.army.mil

NONCOMMISSIONED OFFICER/OFFICER EVALUATION REPORT

1. References:

- a. [AR 623-3](#), Evaluation Reporting System
- b. [DA PAM 623-3](#), Evaluation Reporting System
- c. [DA Form 67-9](#), Officer Evaluation Report
- d. [DA Form 2166-8](#), NCO Evaluation Report

2. General Information:

Commanders will establish and file rating chains in accordance with locally developed procedures and Army and DoD regulations. Rating chains will correspond as nearly as practicable to the chain of command and supervision within an organization, regardless of component or geographical location. Establish a by-name rating chain with an effective date. Publish and distribute it manually or electronically to each rated officer, NCO, and civilian member of the rating chain. Publish any changes to the rating chain and distribute as required. No changes may be retroactive.

3. Command Responsibility:

- a. Ensure a copy of AR 623-3 is available to the rated Soldier and rating officials.
- b. Verify rating officials are fully qualified to meet their responsibilities.
- c. Reports are prepared by the individuals named in the published rating chain.
- d. Rating officials give timely counseling to subordinates on professionalism and job performance, encouraging self-improvement when needed.
- e. Each rating official knows how the subordinates which they evaluate have performed.
- f. Each senior rater, (and supplementary reviewer, if any) understands that they will provide their support form to rated Soldiers and examine the entries on the evaluation reports to ensure that objectivity and fairness have been maintained. When doing so, they will keep in mind the interests of both the Army and the rated Soldier. Additionally, the senior rater will make corrections to the evaluation report if they note any discrepancies.
- g. Each rated Soldier will receive a copy of their rater's and senior rater's support forms at the beginning of the rating period and the rated Soldier's completed evaluation report at the end of the rating period.
- h. If applicable, provide referred reports (OER and AER only) to the rated Soldier for acknowledgment or comment before sending them to Headquarters, Department of the Army (HQDA). This also applies to an OER addendum containing unfavorable information and submitted under the provisions of AR 623-3, Chapter 3. In such instances, commanders will ensure that the rated officer understands their comments do not constitute an OER appeal or request for Commander's/Commandant's Inquiry.
- i. Ensure each rating official is fully qualified to meet their responsibilities.
- j. Prepare reports according to the published rating scheme.
- k. Provide Soldiers with a copy of their completed evaluation report.
- l. Ensure Soldiers receive assistance, if requested, in preparing and submitting appeals.
- m. Establish local submission procedures that support the senior rater's responsibility to

ensure completed OER and NCOER arrive at HQDA no later than 90 calendar days after the THRU date of the report either in electronic or hard copy original (see App F, AR 623-3 for addresses).

n. The duties described in AR 623-3, Chapter 6, Evaluation Redress Program, are performed when a report rendered by one of their subordinates appears illegal, unjust, or otherwise in violation of AR 623-3.

4. Points of Contact:

Unit Personnel Clerk, S1/G1.

RETENTION

1. References:

- a. [AR 601-280](#), Army Retention Program
- b. ArmyReenlistment.com
- c. Milper Message Number 11-096, Change to Retention Control Points (RCP) for Enlisted Soldiers Serving in the Regular Army or Under the Active Guard Reserve (AGR) Title 10 Programs

2. Policy:

Those soldiers who have maintained a record of acceptable performance will be offered the privilege of reenlisting within the Active Army or transferring or enlisting into the Reserve Component. Other soldiers will be separated under appropriate administrative procedures or barred from reenlistment under Chapter 8.

3. General Information:

- a. Per Milper Message Number 11-096, the retention control points are as follows:

Rank	Total Active Service in Years
Private – Private First Class	5 years
Corporal – Specialist	8 years
Corporal – Specialist Promotable	12 years
Sergeant	13 years
Sergeant Promotable	15 years
Staff Sergeant	20 years
Staff Sergeant Promotable	26 years
Sergeant First Class	26 years
Sergeant First Class Promotable	29 years
First Sergeant / Master Sergeant	29 years
First Sergeant / Master Sergeant Promotable	32 years
Command Sergeant Major / Sergeant Major	32 years

- b. Career SGT's and below with mid career options in over strength MOS's are offered Retrain only.

- c. Career SSG's with mid career options in an over strength MOS will be offered Regular Army or Army Retraining Options.

- d. Careerist with mid career options in a balanced or shortage MOS are offered Regular Army Option only.

4. Command Responsibility:

- a. Develop, implement, and sustain an Army Retention Program.

b. Conduct reenlistment interviews on all Soldiers in the rank of Staff Sergeant and below. As an exception, interviews on Soldiers with nonwaiverable disqualifications (see Chapter 3) are not required. The following excerpt from AR 601-280, Appendix C identifies minimum interview requirements:

Time of Interview	Type of Interview	Interviewer
30-60 days after assignment to unit	Screening and Familiarization	Career Counselor
60-90 days after assignment	Job Performance and Potential	Company Commander
15 to 16 months prior to ETS	Career Guidance Interview	Company Commander
13 to 14 months prior to ETS	Reenlistment Benefits and Options	Career Counselor
4 months prior to ETS	Reenlistment Follow-up	Career Counselor
90 days prior to ETS or beginning of terminal leave	Reserve Component Benefits and Options	Career Counselor (RA or RC)

c. Ensure Career Counselors have access to Soldiers during duty hours and in the Soldiers' place of duty.

d. Inspect the Army Retention Program, most notably the Reenlistment Data file (4591-R), at a minimum on a monthly basis.

5. Point of Contact:

Unit Retention NCO/Career Counselor.

SEXUAL ASSAULT

1. Reference:

- a. [AE CMD MEMO 2010-068](#), Execution of Sexual Assault Prevention and Response Responsibilities
- b. Sexual Assault website, [MyDuty.mil](#)

2. Someone I Supervise Has Been Sexually Assaulted, What do I do?

Ensure the victim is at a safe location away from the perpetrator. If not, take him or her to a safe place.

Work with law enforcement to protect the victim from the perpetrator and others acting on the perpetrator's behalf. If the victim's safety is still threatened, contact military law enforcement or local police as soon as possible.

Ask if the victim would like to seek medical care. If the victim requires emergency medical care, call 911 or your installation's emergency medical care services. If the victim requires less than emergency care, help him or her get to a medical provider as soon as possible.

Other than safety and health-related questions, try to refrain from asking the victim for details about the incident. Show interest in what the victim says and ask what you can do to help him or her.

Contact the Sexual Assault Response Coordinator (SARC) at your installation and/or your unit Victim Advocate, and arrange for the victim to speak with one of them.

- SARCs and Victim Advocates (VA) have a 24-hour, seven day a week phone number for victims at every military installation. If you need to find out that phone number, the military police or the base operator is likely to have it.
- Military OneSource can also help you locate your installation's Sexual Assault Response Coordinator. (CONUS: 1-800-464-8107 or OCONUS collect: 484-530-5889, 24 hours a day, and seven days a week.)
- SARCs and VAs can inform the victim of the medical, legal and spiritual resources available, both on and off base. They can also help arrange for these services and a sexual assault forensic examination, if the victim so desires.

If requested, assist the victim with getting to the SARC, VA and/or medical care.

While SARCs typically ensure that law enforcement and command are notified of sexual assaults, you may wish to follow up with your chain of command and law enforcement to ensure they are aware of the incident.

- Report the crime in your unit only to those persons with a legitimate need to know,

e.g., commander, first sergeant. Do not discuss the matter casually with co-workers, friends or family members. It is critical to protect the privacy of a sexual assault victim, and maintain good order and discipline within the unit.

- Report the crime to Criminal Investigative Division (CID). Investigators may want to interview you about the incident.

Military members usually have an option about how to report the crime.

- Unrestricted Reports allow the victim to participate in the military criminal justice process.

- Restricted Reports are kept confidential, and command and law enforcement are not notified. However, when the victim reports the crime to someone in the chain of command, a Restricted Report is no longer an option. If you are in the individual's chain of command, you must report the matter.

Ensure the victim is allowed time to attend medical and other appointments, such as with the SARC, VA or law enforcement. Assist with administrative and logistical arrangements so that victims can access services and receive care. Again, only inform those with a legitimate need to know why the victim is absent or requires logistical assistance.

Keep an eye on the victim's safety. A Military Protective Order (MPO) may be issued by command to keep the perpetrator away from the victim. Check with the SARC to see if the victim is eligible for a Civilian Protective Order (CPO) as well.

- Watch for signs that the perpetrator is violating the terms of the MPO or CPO. If the perpetrator violates either order, notify law enforcement at once.

- Consider the victim's input on whether or not he or she desires to be temporarily moved to another unit.

- Work with command to determine if the victim's condition warrants redeployment or reassignment.

Ensure the victim is made aware of and encouraged to exercise his or her options during each phase of the medical, investigative and legal processes. Check with the victim to see if he or she knows his or her rights in the military justice process. The Victim/Witness Assistance Program (VWAP) at your installation's legal office can help the victim through the justice system.

Support the victim as he or she goes through the investigation and legal proceedings. You don't have to "fix" anything — just be available to listen when he or she needs you. Be patient with the person's duty performance as he or she recovers from being the victim of a crime.

Under DoD's Confidentiality Policy, military victims of sexual assault have two reporting options — Restricted Reporting and Unrestricted Reporting. Military retirees, dependents and other civilian victims currently may use only Unrestricted Reporting.

Restricted Reporting

This option is for victims of sexual assault who wish to confidentially disclose the crime to specifically identified individuals without triggering the official investigative process. Service Members who desire Restricted reporting under this policy must use one of the following reporting avenues:

- Sexual Assault Response Coordinator (SARC)
- Victim Advocate (VA)
- Health Care Provider (HCP) or personnel
- Chaplain

Unrestricted Reporting

This option is recommended for victims of sexual assault who desire medical treatment, counseling and an official investigation of the crime. When selecting Unrestricted Reporting, you should use current reporting channels, e.g.,:

- Sexual Assault Response Coordinator (SARC)
- Victim Advocate (VA)
- Chaplain
- Health care personnel
- Chain of command
- Law enforcement
- Legal personnel

3. Command Responsibility:

IAW AE CMD MEMO 2010-068, Execution of Sexual Assault Prevention and Response Responsibilities, battalion commanders will personally update victims of sexual assault on the status of their case 14 calendar days after the initial report of the assault is made. This is both a commander's responsibility and a victim's right and may not be waived or delegated. Commanders must also ensure that the victim is updated at least monthly thereafter.

SEXUAL HARASSMENT/ASSAULT RESPONSE & PREVENTION (SHARP)

1. References:

- a. [Army SHARP Program Website](#)



- b. [AR 600-20](#), Army Command Policy
- c. [MEDCOM Regulation 40-36](#), Medical Facility Management of Sexual Assault
- d. [DoD Directive 6495.01](#), Sexual Assault Prevention and Response (SAPR) Program
(reissued 23 January 2012)
- e. [DoD Directive 6495.02](#), Sexual Assault Prevention and Response Program Procedures
- f. 21st TSC Command Policy Letter 26, Sexual Harassment/Assault Response and Prevention (SHARP) Program, dated 12 November 2011
- g. [Commander's Sexual Assault Victim Assistance Checklist](#)

2. General Information:

a. The Sexual Assault Prevention and Response (SAPR) Program reinforces the Army's commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness, prevention, training, and responsiveness. Army policy promotes sensitive care and confidential reporting for victims of sexual assault and accountability for those who commit these crimes.

b. The goals of the Sexual Assault Prevention and Response (SAPR) Program are:

(1) Create a climate that minimizes sexual assault incidents, which impact Army personnel, Army civilians, and family members, and, if an incident should occur, ensure that victims and subjects are treated according to Army policy.

(2) Create a climate that encourages victims to report incidents of sexual assault without fear.

(3) Establish sexual assault prevention training and awareness programs to educate Soldiers.

(4) Ensure sensitive and comprehensive treatment to restore victims' health and well-being.

(5) Ensure leaders understand their roles and responsibilities regarding response to sexual assault victims, thoroughly investigate allegations of sexual assault, and take appropriate administrative and disciplinary action.

c. **What is the difference between sexual assault and sexual harassment?**

Sexual assault and sexual harassment are not the same, although they are related to each other.

(1) Sexual assault refers specifically to rape, forcible sodomy, indecent assault, or carnal knowledge as defined by the UCMJ. Sexual assault must involve physical contact. While sexual harassment can involve physical contact, it can also refer to verbal or other forms of gender

discrimination of a sexual nature. Sexual assault is a crime punishable by the Uniform Code of Military Justice.

(2) Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. For more information on sexual harassment, see AR 600-20, Chapter 7. There are two types of sexual harassment:

(a) Quid Pro Quo sexual harassment refers to conditions placed on a person's career or terms of employment in return for sexual favors. It involves threats of adverse actions if the victim does not submit or promises of favorable actions if the person does submit.

(b) Hostile Environment sexual harassment occurs when a person is subjected to offensive, unwanted, and unsolicited comments and behavior of a sexual nature that interferes with that person's work performance or creates an intimidating, hostile, or offensive working environment.

3. Command Responsibility:

a. Ensure that assigned personnel (to include RC personnel under your jurisdiction) are familiar with the Army policy on sexual harassment.

b. Publish and post written command policy statements for the prevention of sexual harassment. Ensure all statements are consistent with Army policy. They will include the local command's commitment to the Army's policy against sexual harassment and will reaffirm that sexual harassment is not tolerated. The statement will explain how and where to file complaints and will state that all complainants will be protected from acts or threats of reprisal. Publish a sexual harassment company command policy statement. Coordinate these policy statements with the servicing staff judge advocate or legal advisor before publishing them.

c. Continually assess and be aware of the climate of command regarding sexual harassment. Identify problems or potential problems. Take prompt, decisive action to investigate all complaints of sexual harassment. Either resolve the problem at the lowest possible level or, if necessary, take formal disciplinary or administrative action.

d. Do not allow Soldiers to be retaliated against for filing complaints. Continually monitor the unit and assess sexual harassment prevention policies and programs at all levels within your area of responsibility. Ensure all leaders understand that if they witness or otherwise know of incidents of sexual harassment, they are obligated to act. If they do not, they themselves are also engaging in sexual harassment.

e. Set the standard.

4. Points of Contact:

Sexual Assault Response Coordinator, Unit Victim Advocate, Chain of Command, Equal Opportunity Representative/Advisor, Staff Judge Advocate, Inspector General, Provost Marshal

SPONSORSHIP

1. References:

- a. [AE PAM 600-8-8](#), How To Be a Good Sponsor
- b. [AER 58-1](#), Management, Acquisition, and Use of Nontactical Vehicles
- c. [AER 600-8-8](#), Military and Civilian Sponsorship
- d. [AER 612-1](#), Community Central In and Out processing, 15 July 2005
- e. [AR 600-8-8](#), The Total Army Sponsorship Program
- f. [Sponsorship Gateway to Europe](#) (requires CAC login)

2. General Information:

The Army Sponsorship Program is a critical element of Soldiers and Family readiness. It also provides the opportunity to make an initial and lasting positive impression on newly assigned personnel.

3. Command Responsibility:

- a. Appoint a Sponsorship Program manager trained by the Army Community Service (ACS).
- b. Appoint a sponsor, and ensure the sponsor receives training from ACS or the ACS-trained unit program manager. Program manager and sponsors will use the web-based Sponsorship Gateway to Europe (S-Gate) for Soldier sponsorship in Europe.
- c. Select qualified sponsors early and ensure they are counseled on their duties and expectations.
- d. Develop a reactionary sponsorship program consisting of a pool of appointed and trained Soldiers available to sponsor and assist unprogrammed arrivals.
- e. Provide an award recognition program designed to recognize outstanding sponsors.
- f. Ensure the sponsor contacts the incoming Soldier within 10 days of being notified of sponsorship duties. Additionally, the Battalion Commander or Command Sergeant Major will send a welcome letter within 10 calendar days upon notification of the arriving gain.
- g. Maximize use of the Sponsorship Bus (S-Bus) for the transport of Soldiers (MAJ and below, CW4 and below, and MSG and below) from the Gateway to the respective community processing facility.
- h. Advise incoming personnel to arrive at the Gateway on a normal duty day.
- i. Ensure new arrivals are introduced to their company commander and first sergeant within the first three working days after arrival.
- j. Ensure Soldiers with less than 60 days in country or within 60 days of a PCS move are not assigned as sponsors unless you have no other options. The sponsor will not be the Soldier being replaced by the incoming Soldier or a Soldier undergoing administrative separation.
- k. Unit commanders will review their unit's sponsorship management plans and forward them through their Brigade Sponsorship Program Manager to the 21st TSC G1 30 calendar days before the end of the fiscal year. The 21st TSC G1 will send a memorandum to USAREUR G1 at least 10 calendar days before the end of the fiscal year verifying that all subordinate units have a sponsorship management plan in place. This memorandum will also address the command's sponsorship program strengths, trends, and any shortfalls in resources that are affecting

sponsorship. The intent of this annual reporting requirement is to ensure that the sponsorship program remains effective and that sponsors have the resources they need.

4. Points of Contact:

S1/G1, Army Community Service.

SUPPORT OF FAMILY MEMBERS AND DEPENDENTS

1. References:

- a. [AR 608-99](#), Family Support, Child Custody, and Paternity
- b. [MCM](#), Manual for Courts-Martial (2008)

2. General Information:

a. Financial nonsupport of family members is an official matter of concern. This is a command issue. Soldiers are obligated to provide financial support for legal dependents whether or not a court order exists establishing an amount of support to be paid. Army Community Service (ACS) provides counseling for Soldiers who are experiencing financial problems.

b. Soldiers are required to manage their personal affairs satisfactorily. This responsibility includes:

- (1) Providing adequate and continuous support for their family members.
- (2) Complying with all court orders.

(a) When a court order or written support agreement exists establishing the amount of support, the Soldier is required to provide support in the amount stipulated. The Soldier will provide support until relief or modification of the obligation by court order or another agreement.

(b) When no court order exists, the Soldier should provide support at a level acceptable to all parties. In the absence of a court order or a written support agreement containing a financial support provision, and until such an order or agreement is obtained, interim minimum financial support requirements are contained in AR 608-99.

(3) Maintaining reasonable contact with family members to ensure their financial needs are being met.

c. Soldiers must provide child support/alimony under the following circumstances.

(1) Court orders regarding child support, alimony, and paternity.

(2) The financial support provisions of a written support agreement in the absence of a court order.

d. Soldiers cannot use their military status or assignment to deny financial support to family members or to evade court orders concerning child support or custody.

(1) Proof of Support. The statutory purpose of a housing allowance on behalf of a dependent is to at least partially reimburse a member for the expense of providing private quarters for the dependents when Government quarters are not furnished, and not to pay a housing allowance for a dependent as a bonus merely for the technical status of being married or a parent. Proof of support of a lawful spouse or unmarried, minor, legitimate child of a member is generally not required. When evidence (e.g., special investigation reports; record reviews; fraud, waste and abuse complaints; sworn testimony of individuals; statement by member) or complaints from dependents of nonsupport or inadequate support are received, proof of adequate support is required.

(2) Nonsupport. A member who fails to support a dependent on whose behalf a

housing allowance is received is not authorized a housing allowance on that dependent's behalf. Recoup for nonsupport or inadequate support periods.

e. The provisions of AR 608-99 are intended as **interim** measures until the parties involved arrive at a mutual agreement or resolve their differences in court.

f. Violations of the minimum support requirements of AR 608-99 or child custody provisions are punishable under Article 92, Uniformed Code of Military Justice (UCMJ).

3. Command Responsibility:

a. Inform their Soldiers of the DA policy on support of family members.

b. Process and respond to complaints of nonsupport IAW AR 608-99.

c. Counsel Soldiers when nonsupport complaints are brought against them.

d. Respond to all official messages and correspondence concerning nonsupport claims IAW AR 608-99 and conduct inquiries into allegations of nonsupport.

e. Take appropriate action against Soldiers who fail to comply with AR 608-99 or lawful orders based on that regulation. Confer with the SJA if there are any questions concerning "appropriate action." These areas include, but are not limited to, the following:

(1) Counseling.

(2) Admonition.

(3) Memorandum of Reprimand (MPRJ or OMPF filing).

(4) Bar to Reenlistment.

(5) Administrative separation from the service.

(6) Nonjudicial punishment under UCMJ, Art 15.

(7) Courts martial.

4. Points of Contact:

Staff Judge Advocate, Inspector General, Army Community Service.

WHAT TO DO WITH A NONSUPPORT CASE

STEP 1 Read, consult with SJA (if necessary), and acknowledge receipt of the correspondence as soon as possible. (Let the sender know that you received their correspondence and that you're working on the case. Also give the sender an idea as to when they can expect an answer).

STEP 2 Determine the facts. Bring Soldier in and ask him/her to provide a statement and any documentary evidence. Note: A rights advisement may be required. Burden of proof lies on the Soldier.

STEP 3 If a support obligation is determined, advise the Soldier that failure to provide financial support to family members on a continuing basis is a violation of AR 608-99 and is punishable under the UCMJ.

STEP 4 Encourage the Soldier to fulfill this obligation by means of an allotment from military pay. Keep in mind that the Soldier cannot be forced to initiate an allotment. Support can be provided in the form of cash, check, allotment, money order, etc.

STEP 5 If the Soldier decides to start an allotment, provide him/her with the necessary forms and assist in the processing of that action.

STEP 6 In the absence of a court order or written agreement containing a financial support provision, and until such an order or agreement is obtained, the Soldier must provide interim financial support (provided paternity is not being challenged); the amount of such support is set forth in AR 608-99.

STEP 7 Answer all correspondence received directly from family members, legal assistance attorneys, and others. If the Soldier admits that he or she failed to provide financial support, include the reason, if any, offered by the Soldier for violating AR 608-99 and the immediate steps the Soldier will take to comply with the regulation in the future. If the Soldier asserts that he or she has been providing financial support as required by AR 608-99, furnish the Soldier's full explanation and provide copies of any records of payment provided by the Soldier (obtain the Soldier's consent to release payment/finance records to the requestor). This information should include the dates and amounts of the checks or money orders sent, and to be sent, to the family member. (Normally, replies will not include information obtained from a system of records without the Soldier's written consent. Commanders are encouraged to coordinate responses with SJA.).

The IG will provide assistance to any commander/1SG regarding nonsupport complaints upon request. Commanders should also seek assistance from SJA. The Soldier who is the subject of the support inquiry should be encouraged to contact the SJA Legal Assistance Office.

UNIT COMMANDER'S FINANCE REPORT

This report is a commander's primary tool to ensure all Soldiers are being paid correctly. Proper reconciliation of this report is very important to ensure Soldiers don't incur undue financial hardship due to incorrect pay. Your support in ensuring your UCFR is correct will help minimize pay problems for your Soldiers and their families and help maximize the time your subordinate officers, NCOs, and Soldiers have for unit missions and tasks.

The UCFR is a critical tool used to properly track entitlements and is an important Command Responsibility. Many debt cases use historical UCFRs and substantiating documents to mitigate individual responsibility and attempt to place responsibility on the commander who certified the inaccurate entitlements.

1. References:

- a. [AR 37-104-4](#), Military Pay and Allowances Policy
- b. [AR 600-8-6](#), Personnel Accounting and Strength Reporting
- c. [DoD FMR 7000.14R](#), DoD Financial Management Regulation 7000.14-R
- d. Milper Message Number 09-179, Unit Commander's Finance Report (UCFR)
- e. [USAREUR Pre-Command Course Slides](#)

2. General Information:

- a. The UCFR, along with the unit personnel accountability report (AAA-162), provides the base to ensure all unit personnel gains, duty status, and losses are properly reported in eMILPO and to finance.
- b. The UCFR is a major tool to ensure Soldiers receive their authorized pay and allowances.
- c. The report assists in the prevention of out-of-service debt. Proper attention to the UCFR will identify overpayments to Soldiers and ensure the collection process is accomplished prior to separation from the Army.
- d. There are four basic sections to the report: (1) Privacy Act Statement, (2) Monthly Pay Data, (3) Legend, and (4) Commander's Statement. See Figure 1 below.

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Unit Commander's Financial Report for the Month Ending: 28 February 2009. UIC: ####

GR	NAME	SSAN	STATUS	NET PAY	ALMTS	BAH	BAS	PAY	LV BAL	BAL	INCCN	ETS	VHA	OHA	COLA	C/M
E7	Last, first, m	123456789	ON STATION	2,200.05EM	3,608.37	W/O	STND	CHEK	31.5	0.00		191130				ART 15
E4	Last, first, m	123456789	AWOL	0.00EM	0.00	W/O	STND	CHEK	55.5	3,244.50						
O6	Last, first, m	123456789	ON STATION	6,129.40	1,030.29	QTR	OFF	SAVE	50.5							
E4	Last, first, m	123456789	ON STATION	2,041.28	0.00	QTR	STND	CHEK								
E8	Last, first, m	123456789	ON STATION	4,869.90	2,473.96	W/O	STND	CHEK								W/O
W2	Last, first, m	123456789	ON STATION	3,911.06	4,150.54	W/O	OFF	CHEK	39.5	1,650.35						WD4
O4	Last, first, m	123456789	ON STATION	4,609.26	3,012.12	W/O	OFF	CHEK	72.5	0.00		131130				WD1
E9	Last, first, m	123456789	ON STATION	5,734.63	610.00	W/O	STND	SAVE								W/O
E5	Last, first, m	123456789	ON STATION	1,134.54	970.32	QTR	STND	CHEK	42.0	0.00		100726				B/C
E3	Last, first, m	123456789	ON STATION	2,105.35	0.00	QTR	STND	CHEK	20.0	485.44		120719				W/O
E7	Last, first, m	123456789	ON STATION	2,200.05EM	3,608.37	W/O	STND	CHEK	31.5	0.00		191130				W/D
E8	Last, first, m	123456789	ON STATION	4,869.90	2,473.96	W/O	STND	CHEK	78.0	2,357.72		150131	28348			W/D
E5	Last, first, m	123456789	ON STATION	1,134.54	970.32	QTR	STND	CHEK	42.0	0.00		090526				B/C

----- L E G E N D -----

GR - BASIC PAY GRADE	LV BAL - LEAVE BALANCE AT END OF MONTH
NAME - 1ST NINE OF NAME	C/M ART 15 - COLLECTION FOR COURTS MARTIAL OR ARTICLE 15
SSAN - SOCIAL SECURITY ACCOUNT NUMBER	BAL DUE US - AMOUNT OWED OR INDEBTEDNESS AT END OF MONTH
NET PAY - MONTHLY NET PAY; EM = MBR PAID END OF MONTH ONLY	INCCN PAY - YES = MBR RECEIVING PAY
ALMTS - TOTAL OF MONTHLY ALLOTMENTS	ETS - EXPIRATION OF TERM
BAQ - W/O = WITH DEP; W/O = WITHOUT DEP; REB = PARTIAL REBATE;	FOUR MONTHS PRIOR
QTR = FAMILY TYPE HOUSING; DIF = BAQ DIFFERENTIAL	STATUS - MBR DUTY STATUS
BAS - SR = SEPARATE RATIONS; RNA = RATIONS-IN-KIND NOT AVAILABLE; EMG = RATIONS UNDER EMERGENCY CONDITIONS; YES = OFFICER OR WARRANT OFFICER	FILD = FIELD DUTY; AWOL = ABSENT W/O LEAVE
COLA - COST OF LIVING ALLOWANCE. W/O = WITHOUT DEP; B/C BARRACK COLA; WD# = WITH DEP AND THE NUMBER OF DEP FOR WHICH COLA IS AUTHORIZED.	SUSP = SUSPENDED STATUS; DEST = DESERTED
PAY-OPT - CHEK = CHECKING ACCOUNT; SAVE = SAVINGS ACCOUNT OF A FINANCIAL INSTITUTION; ADDR = LOCAL ADDRESS	CONF = CONFINEMENT; BLANK = ON DUTY
	OHA - OVERSEAS HOUSING ALLOWANCE. WD# = WITH DEP AND NUMBER SHARING RENT; W/O = WITHOUT DEP

* I certify that I have reviewed the accountability and duty status of the members on this report and they are assigned or attached to my unit, unless annotated otherwise. To the best of my knowledge this information is correct or has been corrected on this report.

Figure 1. Unit Commander Finance Report

3. Procedures for Processing the UCFR:

a. The unit commander's review and immediate notice to finance of discrepancies in the UCFR are essential for combat readiness; reduction of fraud, waste, and abuse; and ensuring that Soldiers receive accurate pay. The unit commander will review, annotate, sign, and date the monthly UCFR and return the certified copy with supporting documentation to the finance office by the 10th day of the following month. The following statement must be included in or attached to the UCFR: "I certify that I have reviewed the accountability and duty status of the Soldiers on this UCFR, and they are assigned or attached to my unit, unless annotated otherwise. To the best of my knowledge, this information is correct or has been corrected on this report."

b. The UCFR contains a one line roll-up of each Soldiers pay account. The local finance office will distribute the report to units monthly. Finance can also create additional reports to assist commanders with reviewing the UCFR. Commanders should consult the local finance office to find out specifically what additional reports are available and request they be included with the UCFR.

c. In addition to the documents provided by finance, the commander should use all available documents and reports in the battalion S1 or the unit to verify the data on the UCFR.

d. Upon review of the UCFR, return the certified original copy to the local finance office no later than the 10th of the following month. Maintain a copy of the certified report for 12 months.

4. Command Responsibility:

Establish the controls and procedures to ensure that the UCFR is properly processed, validated, and signed. Do not sign the UCFR until you are certain that all discrepancies have been identified, reported, and corrected.

5. Points of Contact:

Unit Personnel Clerk, S1, Financial Management Center.

See 15-step UCFR reconciliation procedure on following pages.

STEP	REQUIRED ACTION
1	Gather all available supporting documents (DA Forms 4187, AWOL files, reports (Report of AWOL (AAA-160), Unit Personnel Accountability Report (AAA-162), etc.).
2	<p>Ensure all assigned Soldiers are listed.</p> <p>a. If a Soldier is <u>not assigned or attached to the unit</u>, draw a line through the name on the UCFR and annotate reason the Soldier should be deleted and date of personnel action. Use the following codes:</p> <p>Permanent Change of Station – PCS; Separation – SEP; Retirement – RET; Not in Unit – NIU. Attach orders as appropriate to the UCFR.</p> <p>b. If a Soldier is <u>in the unit but not on the UCFR</u>, type or print the complete name, SSN, and date of arrival after the last name on the last page of the UCFR. Attach a copy of assignment or attachment orders to the UCFR.</p>
3	<p>Ensure the current duty status (STATUS) is correct for all Soldiers in the unit. This column is critical because an incorrect duty status can result in either an overpayment or underpayment.</p> <p>a. All paid duty statuses (Present for Duty, Temporary Duty (TDY), Leave, and Hospitalization) are represented on the UCFR as On Station, Leave, PCS Move, or a blank space.</p> <p>b. Non-paid duty statuses (Absent Without Leave, Dropped from Rolls/Deserter, or Confinement) are represented on the UCFR as AWOL, deserter, or confinement. If a Soldier is in a non-paid duty status and it is not reflected on the UCFR, attach appropriate documentation changing duty status and return with the UCFR to the finance office.</p> <p>c. A suspended pay status (suspended) freezes funds issued to a Soldier’s pay account and normally indicates a pay account postured for separation or retirement.</p> <p>(1) If this status appears for a Soldier that has separated, retired, or reassigned, take no action. The account will drop upon completion of final processing by the finance office.</p> <p>(2) If this status is incorrect, contact the finance office immediately. The Soldier will not receive any payment until status is corrected.</p> <p>(3) If a commander begins processing a Soldier for an early separation (chapter) or suspects that a Soldier approaching separation owes a debt, the commander should submit a written request (with justification) to the finance office to place the Soldier’s account in a suspended pay status.</p>

15-Step Reconciliation of UCFR Continued

STEP	REQUIRED ACTION
4	<p>Ensure that the pay grade (GR) of each assigned/attached Soldier is correct. If the grade is incorrect, contact the battalion S1 to ensure that eMILPO has the proper grade. Finance and eMILPO must have the same grade on each Soldier. Normally, finance is automatically updated when an eMILPO grade transaction is posted. However, if a reject occurs in finance but not in eMILPO, the battalion S1 should re-input the grade change. If the second input rejects, contact the local finance office. The local finance will review the pay account for problems that prevented the promotion transaction from processing and perform the necessary corrective action.</p>
5	<p>Compare the Basic Allowance for Housing (BAH). Commanders should review this area carefully and compare the Soldier's dependency status and type of living quarters with the type of BAH annotated on the UCFR. This is the most abused entitlement due to the constant--and many times unnoticed--changes in dependency status (marriage, divorce, birth, adoption, legal separation, and enlistment). If the UCFR information is incorrect, attach appropriate documents and return to Finance Office with UCFR.</p> <p><u>The following codes are used on the UCFR:</u></p> <ul style="list-style-type: none"> a. REB - Partial BAH is for single Soldiers (officer or enlisted) living in "single type" quarters (barracks, BEQ, BOQ) who are not otherwise entitled to receive another type of BAH. b. W/O - BAH without dependent is for single and divorced Soldiers without dependents and are not required to live in "single type" quarters, due to space non-availability or installation policy. Soldier married to Soldier and living off-post without any other dependents also fall into this category. c. W/D - BAH with dependents is payable to any Soldier having a lawful spouse (that is not active military); a legitimate, illegitimate, step, or adopted unmarried minor child or children, or secondary dependents (i.e. parent, parent-in-law, stepparent, parent-by-adoption, in-loco-parentis; students 21 and 22 years of age; incapacitated children over 21 years of age; and ward of a court). d. DIF - BAH is payable to any Soldier that shows proof of dependency and proof of support. Soldiers are encouraged to start an allotment to the court or custodial guardian (someone having physical custody), depending on circumstances, in an amount not less than the amount for the Soldier's pay grade. If the amount of support falls below the amount specified (due to the Soldier's promotion or an annual pay increase, as examples), the entitlement will be stopped. e. QTR – Quarters; Soldiers living in "family type" quarters. BAH will stop for all members effective the day prior to move in and will restart the day the Soldier is cleared by a housing official. f. BLANK - <u>this column should not be blank.</u> If the BAH/BAQ column is blank, contact the finance office to determine what action/documents are required to update the account.

15-Step Reconciliation of UCFR Continued

STEP	REQUIRED ACTION
6	<p>Review Basic Allowance for Subsistence (BAS). All Soldiers are authorized regular rations.</p> <p>The following codes are used on the UCFR:</p> <ul style="list-style-type: none"> a. YES OR OFF - Commissioned or warrant officer entitled to basic pay are entitled to full BAS at all times on a monthly basis. Officers are not entitled to partial BAS. b. BLANK OR STND – All enlisted Soldiers receiving BAS. c. Soldiers residing in the barracks or dormitory on a meal card receive a meal deduction and reflect as such on their LES. However, the UCFR does not include this information. A separate report from the finance office is required to review Soldiers on meal deductions.
7	<p>Review variable housing allowance (VHA). This column represents the zip code for the VHA portion of the BAH entitlement. If a Soldier has w/d or w/o in the BAH column, the Soldier should be receiving some type of VHA.</p> <ul style="list-style-type: none"> a. CONUS: the allowance is payable based on the zip code for the Soldier’s permanent duty location. b. OCONUS: if the permanent duty station is OCONUS (including Alaska and Hawaii) the allowance is payable based on the location of dependents for restricted tours. c. If a Soldier’s VHA zip code is incorrect, annotate the correct zip code; attach a completed DA Form 5960 and appropriate documents to the UCFR.
8	<p>Review leave balance (LV BAL). This column reflects the accumulated days of leave the Soldier has earned through the end of month (EOM) of that report. For example, 15.0 means the Soldier has 15 days accrued leave as of the end of the month; 15.0- means the Soldier is fifteen days in the negative as of the EOM.</p> <ul style="list-style-type: none"> a. Commanders should monitor this column to ensure Soldiers get an opportunity to take leave. b. This column is also important for administering the unit’s leave management program, ensuring Soldiers do not lose leave between fiscal years. c. Ensure all leaves taken are posted in a timely manner by comparing the leave balance from the previous month with the current month and/or copies of the DA Form(s) 31. If a leave has not posted, annotate any corrections/errors and submit a copy of the DA Form(s) with UCFR. d. If a Soldier plans to take transition leave prior to separation or retirement, forward a copy of the DA Form 31 to finance on the day the Soldier signs out on leave.

15-Step Reconciliation of UCFR Continued

STEP	REQUIRED ACTION
9	<p>Review court-martial and Article 15 (C/M Art 15) forfeitures. This column represents amounts for fines and forfeitures that will collect from the Soldier's pay. Depending on the effective date of the punishment, the collection will post in the month of or the month following the punishment. If no collection has taken place within 30 days from the effective date of punishment, annotate the correction/error on the UCFR and attach a copy of the Article 15 or court-martial order.</p>
10	<p>Review Incentive Pay/Special Duty Assignment Pay (INCEN PAY). This column is important for units that receive incentive/special pay (i.e. parachute duty, special duty assignment pay (SDAP), flight duty, etc.) On a regular basis. Soldiers entitled to incentive and special pay will have a "yes" in this column, otherwise column is blank.</p> <p>a. Verify if Soldiers in receipt of one or more special pays are assigned to duty positions classified as having the type of work required for eligibility for these entitlements.</p> <p>b. Check on the eligibility of Soldiers to continue receiving the entitlement. For example, if a Soldier receiving parachute duty pay has a profile and it precludes performance of the duty, attach a memorandum requesting collection of the entitlement.</p> <p>c. Some incentive pays do not terminate when a Soldier departs on a PCS. It is possible that newly arrived Soldiers could still receive payment although not currently assigned to an authorized position. If this occurs, attach a copy of the order terminating the entitlement to the UCFR.</p>
11	<p>Verify and ensure Expiration Term of Service (ETS) dates are correct. If Soldiers extend or reenlist, the transaction is processed by the retain system which updates the military pay system. If a Soldier plans to transition from the Service and the separation date does not reflect on the UCFR, annotate the correct date on the UCFR and attach a copy of the separation or retirement order to the UCFR.</p>
12	<p>Review the Overseas Housing Allowance (OHA) and the Cost Of Living Allowance (COLA) columns. The without dependent rate for both columns is 'WD0.' Blank spaces in either of these two columns mean that the Soldier is not receiving the entitlement. The with dependent rate in the OHA column is always 'WD1'; the with dependent rate in the COLA column is 'WD1, WD2, WD3, WD4, or WD5.' a 'B/C' in the COLA column means that the Soldier is receiving the barracks rate COLA.</p> <p>a. OHA and COLA are authorized only for Soldiers stationed overseas. If anything other than blank space appear in these two columns for a CONUS unit, the commander should annotate this error on the UCFR that goes to finance.</p> <p>b. Verify that all Soldiers receiving OHA are residing off post in approved housing on the economy. If any Soldier receiving OHA is found to be residing the BEQ, BOQ, the barracks, or family living quarters, attach a copy of the memorandum notifying finance to terminate payment to the UCFR that goes to finance.</p> <p>c. Verify the number of command sponsored dependents matches the number of dependents in the overseas area and the number in the COLA column. If there is a discrepancy, attach a copy of the DA Form 4187 stating the correct number of command sponsored dependents to the UCFR that goes to finance.</p>

15-Step Reconciliation of UCFR Continued

STEP	REQUIRED ACTION
13	Review the pay option (PAY OPT) column. In this column, 'CHEK' means the Soldier has an Electronic Fund Transfer (EFT) going to a checking account; 'SAVE' means the Soldier has an EFT going to a savings account; and 'ADDR' means that the Soldier has a check mailed to an address. Commanders should use this information to identify those Soldiers who are required to use an EFT option but are not doing so to acquire one and to counsel those Soldiers using the saving account EFT option on the advantage of using the checking account option."
14	Review the Net Pay and the Balance Due The United States (BAL DUE US) column. Commanders can use this information to identify Soldiers with excessive debt so that steps can be taken to ensure that these Soldiers receive proper counseling and guidance on money management. A No Pay Due (NPD) entry in the net pay column is an especially strong indicator that the Soldier has excessive debt.
15	Attach all supporting documentation to the corrected UCFR. Ensure the commander has signed the certification statement and make a copy. Forward the original corrected copy to the finance office by the 10th of the following month.

LEGAL MATTERS

ADMINISTRATIVE ACTIONS

CORRECTIVE TRAINING

1. References:

- a. [AR 600-20](#), Army Command Policy
- b. [AR 600-100](#), Army Leadership
- c. [MCM](#), Manual for Courts-Martial (2008)

2. Policy:

a. Self-discipline, respect for properly constituted authority, and the embrace of the professional Army ethic with its supporting individual values constitute military discipline. Through individual and group training, military discipline results in proper conduct and prompt obedience to lawful military authority.

b. AR 600-20 specifically states that training given to Soldiers to correct deficiencies must be directly related to the deficiency observed or oriented to improving the Soldier's performance problem area.

c. For example, if a Soldier constantly fails to conduct PMCS on the company van, having that Soldier do extra KP duty is not appropriate because it does not relate to PMCS of the company van. Having the Soldier conduct PMCS twice a day for the next two weeks does. Calling formations or having Soldiers report 5 to 10 minutes early for formations are reasonable corrective measures for Soldiers who display an inability to report to formations. Consider using formal counseling and other measures for Soldiers who cannot be positively motivated.

3. Command Responsibility:

a. Ensure corrective training is non-punitive in nature. Such training will not be oppressive in nature, humiliate the Soldier, or present the appearance of punishment.

b. Remember, ONLY COMMANDERS administer punishment under Article 15. NCOs and those not in command positions use corrective training.

4. Points of Contact:

Chain of Command, Staff Judge Advocate, Inspector General.

SUSPENSION OF FAVORABLE PERSONNEL ACTIONS (FLAGS)

1. References:

- a. [AR 600-8-2](#), Suspension of Favorable Personnel Actions (Flags)
- b. [DA Form 268](#), Report to Suspend Favorable Personnel Actions (FLAG)

2. General Information:

a. Suspension of favorable personnel actions is mandatory when an investigation (formal or informal) is initiated on a Soldier by military or civilian authorities.

b. Flags are classified into the two categories described below, depending upon the specific action or investigation:

(1) Non-transferable. The flag will not be transferred to another unit (except where consistent with paragraph 1–15). Examples include adverse actions such as charges, restraint, or investigation, court-martial, and nonjudicial punishment.

(2) Transferable. The flag may be transferred to another unit. Examples include failure to pass the APFT and entry into Weight Control Program.

3. Command Responsibility:

- a. Initiate a flag when a Soldier's status changes from favorable to unfavorable.
- b. Maintain flagged MPRJs in a restricted access area.
- c. Inform and/or notify only those personnel who have a need to know of the flagging action.
- d. Review active flag cases monthly.
- e. Immediately remove flag when a Soldier's status changes from unfavorable to favorable.

4. Points of Contact:

Unit Personnel Clerk, S1/G1, Staff Judge Advocate.

BAR TO REENLISTMENT

1. Reference:

[AR 601-280](#), Army Retention Program

2. General Information:

Only Soldiers of high moral character, personal competence, and demonstrated adaptability to the requirements of the professional Soldier's moral code will be reenlisted in the Active Army. All Soldiers will be evaluated under the "whole person" concept, as set out in paragraph 3-7, AR 601-280. Soldiers who cannot, or do not, measure up to such standards, but whose separation under proper administrative procedures is not warranted at the present time, will be barred from further service under this chapter.

3. Command Responsibility:

a. The Bar to Reenlistment is not a punitive action but is designed for use as a rehabilitative tool. Imposition of a Bar to Reenlistment does not preclude administrative separation at a later date. The Bar to Reenlistment should be initiated prior to a separation or judicial/nonjudicial action because it is intended to put the Soldier on notice that –

(1) He or she is not a candidate for reenlistment.

(2) He or she may be a candidate for separation if the circumstances that led to the Bar to Reenlistment are not overcome. Soldiers will be advised exactly what is expected in order to overcome the Bar to Reenlistment and be given explicit timetables to overcome the reasons for the bar. See paragraph 8-2, AR 601-280.

b. Commanders will initiate a Bar to Reenlistment or separation proceedings against Soldiers who –

(1) Do not make satisfactory progress in the Army Weight Control Program.

(2) Fail two consecutive APFTs.

(3) Are removed for cause from NCOES courses.

c. Review the Bar to Reenlistment at least every three months after the date of approval and 30 days before the Soldier's scheduled departure from the unit or separation from the service

4. Points of Contact:

Retention Counselor, S1/G1, Staff Judge Advocate.

SEPARATIONS (Chapters)

1. References:

- a. [AR 600-8-24](#), Officer Transfers and Discharges
- b. [AR 601-280](#), Army Retention Program
- c. [AR 635-200](#), Active Duty Enlisted Administrative Separations
- d. [DoD Instruction 1332.14](#), Enlisted Administrative Separations
- e. [DoD Instruction 1332.30](#), Separation of Regular and Reserve Commissioned Officers

2. Policy:

- a. Promote the readiness of the Military Services by maintaining high standards of performance, conduct, and discipline. Separation policy promotes readiness by providing an orderly means to (1) evaluate the suitability of persons to serve, (2) maintain standards of performance, conduct, and discipline, (3) achieve authorized force levels and grade distributions, and (4) provide an orderly means of discharge for personnel.

See following charts to guide you in the type of chapter and specific requirements for chapter types.

b. The following are the primary types of possible chapters.

TYPES OF CHAPTERS		
CHAP	TITLE	NATURE
5-8	INVOLUNTARY SEPARATION DUE TO PARENTHOOD	INVOLUNTARY
5-11	SEPARATION OF PERSONNEL WHO DID NOT MEET PROCUREMENT MEDICAL FITNESS STANDARDS	INVOLUNTARY
5-13	SEPARATION BECAUSE OF PERSONALITY DISORDER	INVOLUNTARY
5-16	EARLY SEPARATION TO FURTHER EDUCATION	VOLUNTARY
5-17	OTHER DESIGNATED PHYSICAL OR MENTAL CONDITION	INVOLUNTARY
6	SEPARATION BECAUSE OF DEPENDENCY OR HARDSHIP	VOLUNTARY
7	DEFECTIVE ENLISTMENTS, REENLISTMENTS, AND EXTENSIONS	INVOLUNTARY
8	SEPARATION OF ENLISTED WOMEN - PREGNANCY	VOLUNTARY
9	ALCOHOL OR OTHER DRUG ABUSE REHABILITATION FAILURE	INVOLUNTARY
10	DISCHARGE IN LIEU OF TRIAL BY COURTS-MARTIAL	VOLUNTARY
11	ENTRY LEVEL PERFORMANCE AND CONDUCT	INVOLUNTARY
13	SEPARATION FOR UNSATISFACTORY PERFORMANCE	INVOLUNTARY
14-12b	SEPARATION FOR PATTERN OF MISCONDUCT	INVOLUNTARY
14-12c	SEPARATION FOR COMMISSION OF A SERIOUS OFFENSE	INVOLUNTARY
15	DISCHARGE FOR HOMOSEXUAL CONDUCT	INVOLUNTARY
18	FAILURE TO MEET BODY FAT STANDARDS	INVOLUNTARY

**Administrative Separations
Specific Requirements by Chapter Type**

TYPE OF CHAPTER	REQUEST FOR CHAPTER	DA FORM 4187	COUNSELING & REHAB REQ IAW PARA 1-16a	FLAG (DA 268) Elimination	ERB / DA FORM 2-1	PHYSICAL EVALUATION (PART I and II)	MENTAL EVALUATION	HONORABLE	GENERAL (UNDER HONORABLE)	OTHER THAN HONORABLE (OTH)	OTHER	APPROVING AUTHORITY
5-8	X		X	X	X			X	X		DA 5304/5305	SPCMCA
5-11	X			X	X			X	X		Medical Eval	SPCMCA
5-12	X			X	X	X		X	X			SPCMCA
5-13	X		X	X	X		X	X			Mental Exam If Deployed	SPCMCA DA*
5-14	X			X	X			X	X			SPCMCA
5-16	X	X									Registrar/ Finance	SPCMCA
5-17	X		X	X	X	X	X	X	X			SPCMCA
6		X		X	X			X	X			SPCMCA
7	X			X	X	X		X	X	X	Enlist Contract	SPCMCA

Specific Requirements by Chapter Type Continued

TYPE OF CHAPTER	REQUEST FOR CHAPTER	DA FORM 4187	COUNSELING & REHAB REQ IAW PARA 1-16a	FLAG (DA 268) Elimination	ERB / DA FORM 2-1	PHYSICAL EVALUATION (PART I and II)	MENTAL EVALUATION	HONORABLE	GENERAL (UNDER HONORABLE)	OTHER THAN HONORABLE (OTH)	OTHER	APPROVING AUTHORITY
8		X		X	X	X		X	X			BN CDR
9	X			X	X	X		X	X		ASAP Counsel	BN CDR*
10				X	X			X	X	X	TDS Request	GCMCA
11	X		X	X	X	X (1)						BN CDR
13	X		X	X	X	X	X	X	X		APFT – DA 705	BN CDR*
14-12b	X		X	X	X	X	X	X	X	X	Evidence	SPCMCA (2)
14-12c	X			X	X	X	X	X	X	X	Evidence	SPCMCA (2)
15	X			X	X	X	X	X	X	X	Statement	SPCMCA (2)
18	X		X	X	X	X		X			Memo	BN CDR*

Explanatory Notes

(1) Required for Chapter 11-3b only.

(2) Bde Cdr is approval authority for General (Under Honorable Conditions). “Honorable” and “Other than Honorable (OTH) Conditions” discharges require GCMCA approval.

* Refer to AR 635-200 for specific guidance on approval authority.

3. Command Responsibility:

- a. Provide service members with the training, motivation, and professional leadership to enable them to meet required standards of performance, conduct, and discipline.
- b. Make reasonable efforts to identify service members who exhibit the likelihood for early

separation, and to improve their chances for retention through counseling, retraining, and rehabilitation.

c. Process for separation those service members who do not demonstrate the commitment or potential for further service. Separation helps counter high personnel costs in terms of pay and administration, as well as the potential for degradation of command morale, or substandard mission performance associated with retention of those who fail to meet required standards.

4. Points of Contact:

Staff Judge Advocate, Inspector General.

NON-JUDICIAL PUNISHMENT OPTIONS (Summary, Company, and Field Grade Article 15s)

1. References:

- a. [AR 27-10](#), Military Justice
- b. [MCM](#), Manual for Courts-Martial (2008), Part V
- c. [DA Form 2627](#), Record of Proceedings Under Article 15, UCMJ
- d. [DA Form 2627-1](#), Summarized Record of Proceedings Under Article 15, UCMJ

2. Policy:

a. Commanders are responsible for good order and discipline in their commands. Generally, discipline can be maintained through effective leadership including, when necessary, administrative corrective measures. Nonjudicial punishment is ordinarily appropriate when administrative corrective measures are inadequate due to the nature of the minor offense or the record of the service member, unless it is clear that only trial by court-martial will meet the needs of justice and discipline. Nonjudicial punishment shall be considered on an individual basis. Commanders considering nonjudicial punishment should consider the nature of the offense, the record of the service member, the needs for good order and discipline, and the effect of nonjudicial punishment on the service member and the service member's record.

Nonjudicial punishment may be imposed to –

- (1) Correct, educate, and reform offenders who the imposing commander determines cannot benefit from less stringent measures.
- (2) Preserve a Soldier's record of service from unnecessary stigma by record of court-martial conviction.
- (3) Further military efficiency by disposing of minor offenses in a manner requiring less time and personnel than trial by court-martial.

b. There are three types of Article 15s: Summarized, Company Grade, and Field Grade.

(1) **Summarized Article 15.** Any company grade commander may administer this type of Article 15. Soldiers who are read a summarized Article 15 are not entitled to consult with a defense attorney. The maximum punishment authorized at a summarized Article 15 is any combination of:

- (a) extra duty for 14 days
- (b) restriction for 14 days
- (c) oral reprimand or admonition

(2) **Company Grade Article 15.** Any company grade commander may administer this type of Article 15. The maximum punishment authorized at a company grade Article 15 is any combination of:

- (a) extra duty for 14 days
- (b) restriction for 14 days
- (c) oral reprimand or admonition
- (d) forfeiture of seven days base pay
- (e) reduction in rank of one grade (E-4 & below only)

(3) **Field Grade Article 15.** A commander in the rank of major or above may administer

this type of Article 15. The maximum punishment authorized at a field grade Article 15 is:

- (a) extra duty for 45 days
- (b) restriction for 60 days (maximum of 45 days if combined with extra duty)
- (c) oral reprimand or admonition
- (d) forfeiture of one-half base pay per month for two months
- (e) reduction in rank to E-1 (E-4 and below) or reduction in rank of one grade (E-5 & E-6 only)

3. Command Responsibility:

a. Ensure that the matter/allegation is investigated promptly and adequately to determine the following:

- (1) Whether an offense was committed.
- (2) Whether the Soldier was involved.
- (3) The character and military record of the Soldier.

b. If punishment is found to be appropriate, make certain the Soldier understands the following:

- (1) The imposing commander's intention to initiate proceedings under the UCMJ, Article 15.
- (2) The fact that the imposing commander intends to use Article 15 proceedings and the maximum punishments imposable under these proceedings.
- (3) The right to remain silent.
- (4) Offenses that the Soldier allegedly has committed and the Article(s) of the UCMJ violated.
- (5) The right to demand trial.

c. The Soldier will be given the opportunity to –

- (1) Accept the Article 15, or
- (2) Request a reasonable time, normally 24 hours, to decide whether to demand trial by court-martial and to gather matters in defense, extenuation, and/or mitigation.
- (3) AR 27-10, Appendix B, provides a suggested guide for conduct of nonjudicial punishment proceedings.

4. Point of Contact:

Staff Judge Advocate.

COURT MARTIAL OPTIONS (Summary, Special, and General)

1. References:

- a. [AR 27-10](#), Military Justice
- b. [MCM](#), Manual for Courts-Martial (2008)
- c. [DD Form 2329](#), Record of Trial by Summary Court-Martial
- d. [DD Form 2330](#), Waiver/Withdrawal of Appellate Rights in General and Special Courts-Martial Subject to Review by a Court of Military Review
- e. [DD Form 2331](#), Waiver/Withdrawal of Appellate Rights in General Courts-Martial Subject to Examination in the Office of the Judge Advocate General

2. Policy:

The three kinds of courts-martial: Summary, Special, and General:

a. **Summary Court-Martial.** The summary court-martial can adjudicate minor offenses allegedly committed by enlisted service members. It can adjudge maximum punishments of thirty days confinement, hard labor without confinement for 45 days, restriction to specified limits for 45 days, forfeiture of two-thirds pay per month for one month, and reduction to the lowest pay grade. In the case of enlisted members above pay grade E-4, the summary court-martial may not adjudge confinement or hard labor without confinement and can only reduce them to the next lower pay grade. Summary courts-martial are composed of one commissioned officer who need not be a lawyer. The accused must consent to the proceedings and normally is not entitled to a lawyer.

b. **Special Court-Martial.** The special court-martial can try any service member for any noncapital offense or, under presidential regulation, capital offenses. This court-martial can be composed of a military judge alone, three members, or a military judge and three members. Contrary to civilian criminal trials, only two-thirds of the members of a court-martial need to agree as to the guilt of the accused for the accused to be found guilty. Otherwise, the accused is acquitted. There are no "hung juries" in courts-martial. Regardless of the offenses tried, the maximum punishment allowed at a special court-martial is confinement for one year, hard labor without confinement for up to three months, forfeiture of two-thirds pay per month for up to one year, reduction in pay grade and a bad-conduct discharge. Most often, special courts-martial will try offenses considered misdemeanors. The accused is entitled to an appointed military attorney, a military counsel of his or her selection, or he or she can hire a civilian counsel at no expense to the government.

c. **General Court-Martial.** A general court-martial is the highest trial level in military law and is usually used for the most serious offenses. It is composed of a military judge sitting alone, or at least five members and a military judge. It can adjudge, within the limits prescribed for each offense, a wide range of punishments to include confinement, reprimand, forfeitures of up to all pay and allowances, reduction to the lowest enlisted pay grade, punitive discharge (bad conduct discharge, dishonorable discharge or dismissal), restriction, fines and, for certain offenses, death. The accused is entitled to an appointed military attorney or a military counsel

of his or her selection, or the accused can hire a civilian counsel at no expense to the government.

3. Command Responsibility:

If the Soldier demands trial by court-martial on any offense, no further action will be taken to impose nonjudicial punishment for that offense unless the Soldier's demand is voluntarily withdrawn. Whether court-martial charges will be preferred against the Soldier for the remaining offense(s) and the level of court-martial selected will be resolved by the appropriate commander. A Soldier's demand for trial by court-martial will not bar disposition of minor offenses by nonpunitive measures by the appropriate commander.

4. Point of Contact:

Staff Judge Advocate.

MEDICAL MATTERS

ARMY SUBSTANCE ABUSE PROGRAM (ASAP)

1. References:

- a. ASAP Website (link below)



- b. [AR 600-85](#), The Army Substance Abuse Program
- c. [AER 190-1](#), Driver and Vehicle Requirements and the Installation Traffic Code for the U.S. Forces in Germany

2. General Information:

Army Substance Abuse Program (ASAP) services are available for Soldiers, family members, civilian employees, retirees and reserve components while on active duty. There are severe penalties for irresponsible use of alcohol (drinking & driving, drunk on duty, underage drinking, and public drunkenness) and any use of illegal drugs. If you have an issue or just need some information ASAP is available to help. The site above has a lot of information.

3. Command Responsibility:

- a. Commander's actions to prevent, deter, and reduce alcohol and other drug abuse are the keys to ASAP success. Unit commanders must observe their Soldiers' behavior and intervene early to identify possible alcohol and/or other drug abusers, refer these Soldiers for evaluation by trained medical personnel, recommend enrollment in rehabilitation programs, monitor each Soldier's rehabilitation progress, and when appropriate, process Soldiers for separation.

- b. Company Commanders and DUIs. **What must I do as company commander if I learn that one of my Soldiers has committed a DUI?**

- (1) Suspend or revoke driving privileges as appropriate and provide written notice to Soldier (use AE Form 190-1L). Written notice includes: Nature and sequence of events and the actions taken. Duration of action. License reinstatement requirements (enroll/complete Army Substance Abuse Program (ASAP)). Rebuttal, appeal, and reinstatement procedures (see paras 2-18 through 2-20 of AER 190-1). Handling instructions for U.S. Forces certificate of license and license plates, if applicable. Use DA Form 4833 or AE Form 190-1K to inform the Registry of Motor Vehicles (RMV) of actions taken to suspend/revoke.

- (2) Refer Soldier to Army Substance Abuse Program using DA Form 8003 (see AR 600-85).

- (3) Ensure service of GOMOR on Soldier. The Commanding General will issue a reprimand for all DUI cases. Coordinate with OSJA to serve the GOMOR on the Soldier. Soldier has 7 calendar days to rebut GOMOR and/or recommended filing action.

(4) Other actions potentially required. Review the Soldier's service record to determine if any other actions should be taken:

(a) Request UCMJ action through OSJA. Article III, UCMJ, normally requires a BAC of 0.10.

(b) Administrative reduction per AR 600-8-19.

(c) Bar to reenlistment per AR 601-280.

(d) Administrative separation per AR 635-200.

NOTE 1: Mandatory Suspension of Driving Privileges.

- 90 days for operating a motor vehicle with blood alcohol content (BAC) of 0.05 percent by volume but less than 0.08 percent blood alcohol level by volume of whole blood (as measured in grams per 100 milliliters). ([Appendix J, table J-1](#), converts German breath-alcohol levels into U.S. blood-alcohol levels.) Individuals charged with operating a vehicle at these levels are considered to be driving under the influence of alcohol.
- 180 days for drivers who have not yet reached their 21st birthday if found to be operating a POV on or off a U.S. military installation in Germany with any amount of alcohol in their blood up to 0.049 percent by volume of whole blood. Driving privileges for these drivers will be suspended for 30 days for a first offense, 60 days for a second offense, and 90 days for a third offense. These drivers may also be subject to a monetary fine or other civilian administrative action if caught by German authorities off the installation. Individuals charged with operating a vehicle at these levels are considered to be driving under the influence of alcohol.

NOTE 2: Mandatory Revocation of Driving Privileges.

One year for operating a motor vehicle with a BAC of 0.08 percent by volume (0.08 grams per 100 milliliters) or higher. Individuals charged with operating a vehicle at these levels are considered to be driving while intoxicated (DWI).

4. Points of Contact:

Installation Army Substance Abuse Program Office, Military Treatment Facility, Staff Judge Advocate, Provost Marshal.

BEHAVIORAL HEALTH EVALUATIONS

1. References:

- a. [DoD Directive 6490.1](#), Mental Health Evaluations of Members of the Armed Forces
- b. [DoD Directive 6490.4](#), Requirements for Mental Health Evaluations of Members of the Armed Forces
- c. [DoD Directive 7050.6](#), Military Whistleblower Protection
- d. [Europe Regional Medical Command – Military Treatment Facilities \(MTFs\)](#)
- e. ALARACT 188/2009 – Use of Term “Behavioral” Health in lieu of “Mental” Health

2. Policy:

a. DoD policy requires the Commanding Officer shall consult with a behavioral health professional before referring a member for a Routine (non-emergency) behavioral health evaluation to be conducted on an outpatient basis. This requirement applies to both Soldiers in training and permanent party personnel.

b. A “non-emergency command referral” is a behavioral health evaluation directed by a Soldier’s commanding officer as an exercise of the commanding officer’s authority. This is a situation that is not considered life threatening, but behaviors and actions warrant an evaluation.

c. After consulting with a behavioral health care provider and the determination is made that the Soldier’s behaviors warrant the evaluation, the commander must notify the Soldier in writing at least two business days before the behavioral health evaluation. The notification memorandum will include:

(1) The reason for the referral. Brief description of behaviors that led to the decision for the referral.

(2) The name of the behavioral health care provider the commander consulted.

(3) The Soldier’s rights.

(4) The date, time and place of the evaluation, and the name and rank of the behavioral health care provider who will conduct the evaluation.

(5) The name and signature of the Soldier’s commanding officer.

(6) Titles and telephone numbers of other authorities such as lawyers, the IG and Chaplains who can assist the Soldier who wishes to question the necessity for the evaluation.

d. The Soldier will acknowledge in writing that he or she has been advised of the reasons for the behavioral evaluation and his or her rights. The service member will be provided a copy of the notification memorandum.

e. No one will refer a Soldier for a behavioral health evaluation as reprisal for making or preparing a lawful communication to a member of Congress, any appropriate authority in the chain of command, an Inspector General or member of a DoD audit, inspection, investigation or law enforcement organization.

3. Points of Contact:

Military Treatment Facility, Staff Judge Advocate, Inspector General.

INTEGRATED DISABILITY EVALUATION SYSTEM (IDES)

1. References:

- a. [Title 10 U.S.C., Chapter 61](#), Retirement or Separation for Physical Disability
- b. [DoD Directive 1332.18](#), Separation from the Military Service by Reason of Physical Disability
- c. [DoD Instruction 1332.38](#), Physical Disability Evaluation
- d. [AR 40-400](#), Patient Administration
- e. [AR 40-501](#), Standards of Medical Fitness
- f. [AR 600-60](#), Physical Performance Evaluation System
- g. [AR 635-40](#), Physical Evaluation for Retention, Retirement, or Separation
- h. [DA PAM 611-21](#), Military Occupational Classification and Structure
- i. [DA Form 3349](#), Physical Profile
- j. [DA Form 7652](#), Physical Disability Evaluation System (PDES) Commander's Performance and Functional Statement
- k. ALARACT 148/2011, Overview of the Integrated Disability Evaluation System
- l. ALARACT 152/2010, Disability Evaluation System (DES) Process Improvement Plan

2. Overview: To maintain an effective and fit Army in order to provide benefits for eligible Soldiers whose military service is cut short because of a service-connected disability and provide prompt disability processing while ensuring that the rights and interests of the Soldier and the Government are protected.

3. IDES Process:

- a. Rehabilitative Phase.
 - (1) Soldier with illness/injury undergoes assessment, treatment, surgeries, physical therapy, and possible trial of duty.
 - (2) Soldier normally receives a temporary profile (NTE 1 year) which may make the Soldier medically not ready (MNR).
 - (3) Soldier is returned to duty without limitations or is recommended for MOS Administrative Retention Review (MAR2) or Medical Evaluation Board/Physical Evaluation Board (MEB/PEB).
- b. MAR2.
 - (1) Commander's tool to identify Soldiers in their formations who have medical limitations and require an administrative review to determine if the Soldier meets his/her MOS standards.
 - (2) If Soldier does not meet PMOS/AOC standards set forth by the MOS proponent in DA PAM 611-21 or by the AOC proponent, he/she will be referred into the MAR2 program.
 - (3) A monthly board determines the following: retain, reclassify (re-branch for officers), trial of duty, or refer to MEB.
 - (4) The General Courts Martial Convening Authority (GCMCA) approves board proceedings.

c. Medical Retention Determination Point (MRDP). MRDP is the point when optimal medical care has been reached.

d. Medical Evaluation Board (MEB).

(1) Determines whether the Soldier meets the Army's physical retention standards IAW AR 40-501, Standards of Medical Fitness.

(2) The MEB process begins when a Primary Care Manager (PCM) or clinical specialist believes a Soldier has reached MRDP.

(3) The MEB physician uses the Soldier's service treatment record, other medical evidence, and performance input from the chain of command to validate that the MRDP has been reached or Return to Duty is questionable.

(4) Once the MEB process begins, the Soldier **must** see the Physical Evaluation Board Liaison Officer (PEBLO). PEBLOs work with the Soldier, the chain of command, and physician(s) to gather medical and administrative documentation.

e. DA Form 7652, PDES {Company} Commander's Performance Statement.

(1) Enables the Commander to provide detailed information to the Physical Evaluation Board (PEB) on the impact of a medical impairment on a Soldier's ability to perform duties, and

(2) Allows the Commander to provide administrative information that impacts disability adjudication and/or benefits if the Soldier is determined unfit.

f. Physical Evaluation Board (PEB) Phase.

(1) Provides a full and fair hearing to each Soldier entering the Disability Evaluation System (DES) in accordance with the law and guiding regulations in order to determine the level and type of compensation to be awarded to each Soldier who is found unfit.

(2) The board investigates the nature, cause, degree of severity, and probable permanency of each unfitting condition.

(3) If the Soldier is found unfit, then the PEB will forward the case to VA to determine disability rating.

g. Transition Phase.

(1) Soldiers found fit will be returned to duty. Soldiers found unfit will be retired or separated from the military.

(a) Retired – 30% or higher military rating.

(b) Separated – 20% or lower military rating.

(2) Continuation on Active Duty/Continuation on Active Reserve (COAD/COAR)

(a) If the Soldier is found unfit, he/she can still apply for COAD/COAR.

(b) Currently, ODCS, G-1, is the disapproval authority for AC and USAR Soldiers requesting COAD or COAR.

(c) COAD/COAR allows unfit Soldiers to continue to serve to their Retention Control Point (RCP) or mandatory removal date.

(d) Soldier referred back into the DES before the COAD/COAR period expires may be found fit or receive a higher or lower disability rating percentage.

4. Command Responsibility:

a. Become thoroughly familiar with the Army PDES.

b. Ensure any physical defects impacting on a Soldier's performance of duty are reflected

in the Soldier's evaluation report.

c. Refer a Soldier to the servicing Military Treatment Facility (MTF) for medical evaluation when the Soldier is believed to be unable to perform the duties of his/her office, grade, rank, or rating.

d. Upon request of the MTF Commander, provide the information, statements, and records on the Soldiers of your command being processed for physical disability evaluation.

e. Ensure timely compliance with AR 600-8-4, Line of Duty Policy, Procedures, and Investigations, to prevent delay in the disability processing of Soldiers under your command.

f. Prepare DA Form 7652, PDES Commander's Performance Statement.

g. Maintain accountability and visibility of the Soldier throughout the process.

h. Ensure open lines of communication with Soldier and PEBLO.

i. Ensure the safety of your Soldiers by not violating their profiles or interfering with going to medical appointments.

5. Points of Contact:

Chain of Command; Military Treatment Facility; Physical Evaluation Board Liaison Officer; 21st TSC OSURG; Staff Judge Advocate.

MEDPROS

1. References:

- a. MEDPROS Website (link below)



- b. [AR 600-8-101](#), Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing)
- c. [Europe Regional Medical Command – Military Treatment Facilities \(MTFs\)](#)

2. General Information:

The Medical Protection System (MEDPROS) was developed by the AMEDD to track all immunization, medical readiness, and deployability data for all Active and Reserve components of the Army as well as DA Civilians, contractors and others. It is a **powerful tool** allowing the chain of command to determine the medical and dental readiness of individuals, units, and task forces. Commanders and Medical leaders at various echelons are responsible for the use and implementation of MEDPROS to measure their unit/individual medical readiness status. Ensure you understand the system and update it to accurately reflect the medical readiness of your Soldiers.

3. Command Responsibility:

Ensure assigned and/or attached personnel meet all medical and dental readiness requirements.

4. Points of Contact:

Unit Personnel Clerk, Military Treatment Facility.

UPDATE: Effective 1 April 2011, the MOS Administrative Retention Review (MAR2) replaces the MMRB.

MOS ADMINISTRATIVE RETENTION REVIEW (MAR2)

1. References:

- a. [AR 600-60](#), Physical Disability Evaluation System
- b. [DA Form 3349](#), Physical Profile
- c. [DA Form 4856](#), Developmental Counseling Form

2. General Information:

- a. Enhances the Army's ability to maintain a quality force by ensuring Soldiers are physically qualified to perform their PMOS in a worldwide deployed environment or field condition.
- b. Provides Commanders a process to identify Soldiers who have medical limitations and require an administrative review to determine if the Soldier meets his/her MOS standards.
- c. Utilizes an automated workflow process within MEDPROS to track a Soldier's status from start to end.
- d. Senior Human Resources authority will update a Soldier's medical and administrative records providing Army analysis capabilities of a unit/Soldier's readiness.
- e. Synchronization of Soldier medical readiness with overall Soldier readiness will decrease Medically Not Ready (MNR), increase identification and adjudication of Medically Not Deployable (MND), and favorably impact Army oversight on physical limiting conditions of Soldiers in ranks.

3. MAR2 Process:

Upon receipt of MAR2 notification from USAREUR, the following steps will be completed:

- a. **STEP 1:** Upon notification, the servicing Career Counselor will immediately notify the Soldier AND the Soldier's Company Commander. *Note: Suspense on all MAR2 requests will be 14 days from date of notification.*
- b. **STEP 2:** The BDE/BN Career Counselor counsels the Soldier on DA Form 4856 and helps Soldier prepare their statement.
- c. **STEP 3:** The BDE/BN Career Counselor refers the Soldier with packet to their Company Commander.
- d. **STEP 4:** The Company Commander reviews the packet and counsels the Soldier before preparing the Commander's Statement. The Commander can request a 14 day extension of the suspense date if clarification of the profile from health care professionals is needed. Extensions are not guaranteed, and must be coordinated with the USAREUR Retention Office.
- e. **STEP 5:** The MAR2 packet is routed to the BN Commander through the BDE/BN Career Counselor.
- f. **STEP 6:** BN Commander reviews MAR2 packet before preparing the BN Commander's Statement.
- g. **STEP 7:** BN/BDE Career Counselor submits MAR2 request via RETAIN and emails

complete MAR2 packet to the USAREUR Retention Office. All MAR2 packets will be emailed to SFC Mariel Burgos (mariel.burgos@eur.army.mil) and Cc'd to SFC Stuart Morgan (stuart.morgan@us.army.mil). Included within the subject line will be MAR2 and the Soldier's last name and last 4 on his/her SSN. (Example: MAR2 - Smith 1234).

h. **STEP 8:** The USAREUR Retention Office reviews MAR2 packet for completeness and transmits requests to HRC.

i. **STEP 9:** Upon receipt of MAR2 decision from HRC, the USAREUR Retention Office will acknowledge the decision via RETAIN.

j. **STEP 10:** The USAREUR Retention Office will provide a copy of the decision report to the Patient Administration Division (PAD) and inform the Servicing Career Counselor of the decision rendered by HRC.

k. **STEP 11:** The following actions will occur based on the MAR2 Decision:

(1) Retain in current MOS:

(a) USAREUR Retention will provide a copy of MAR2 decision report to PAD.

(b) The Servicing Career Counselor will inform the Company/Troop/Battery Commander and the Soldier of the MAR2 decision.

(2) Reclassify:

(a) USAREUR Retention will provide a copy of MAR2 decision report to PAD.

(b) The Servicing Career Counselor will inform the Company/Troop/Battery Commander and the Soldier of the MAR2 decision.

(c) BDE/BN reenlists or extends Soldier to meet SRR if incurred.

(d) Provides MAR2 decision to S1 for MOS Orders (with ASI 4A).

(e) BDE/BN process Declination of Continued Service Statement (DCSS) or first term's statement if Soldier refuses to meet incurred SRR. USAREUR Retention will request deletion of assignment and training by HRC in these cases.

(3) Refer to MEB:

(a) USAREUR Retention will provide a copy of MAR2 decision report to PAD.

(b) The Servicing Career Counselor will inform the Company/Troop/Battery Commander and the Soldier of the MAR2 decision.

(c) USAREUR Retention forwards MAR2 packet to PEBLO section for MEB processing.

(d) BN/BDE verifies that Soldier reported to MEB office within 5 days of notification and informs USAREUR Retention of compliance.

4. Command Responsibility:

a. Ensure MAR2 packet responsibilities are completed prior to submission.

(1) DA Form 3349, Physical Profile

(2) DA Form 4856, Counseling (prepared by unit Career Counselor)

(3) Soldier's statement (memorandum)

(4) Commanders (Company and Battalion) submit recommendation in memorandum format.

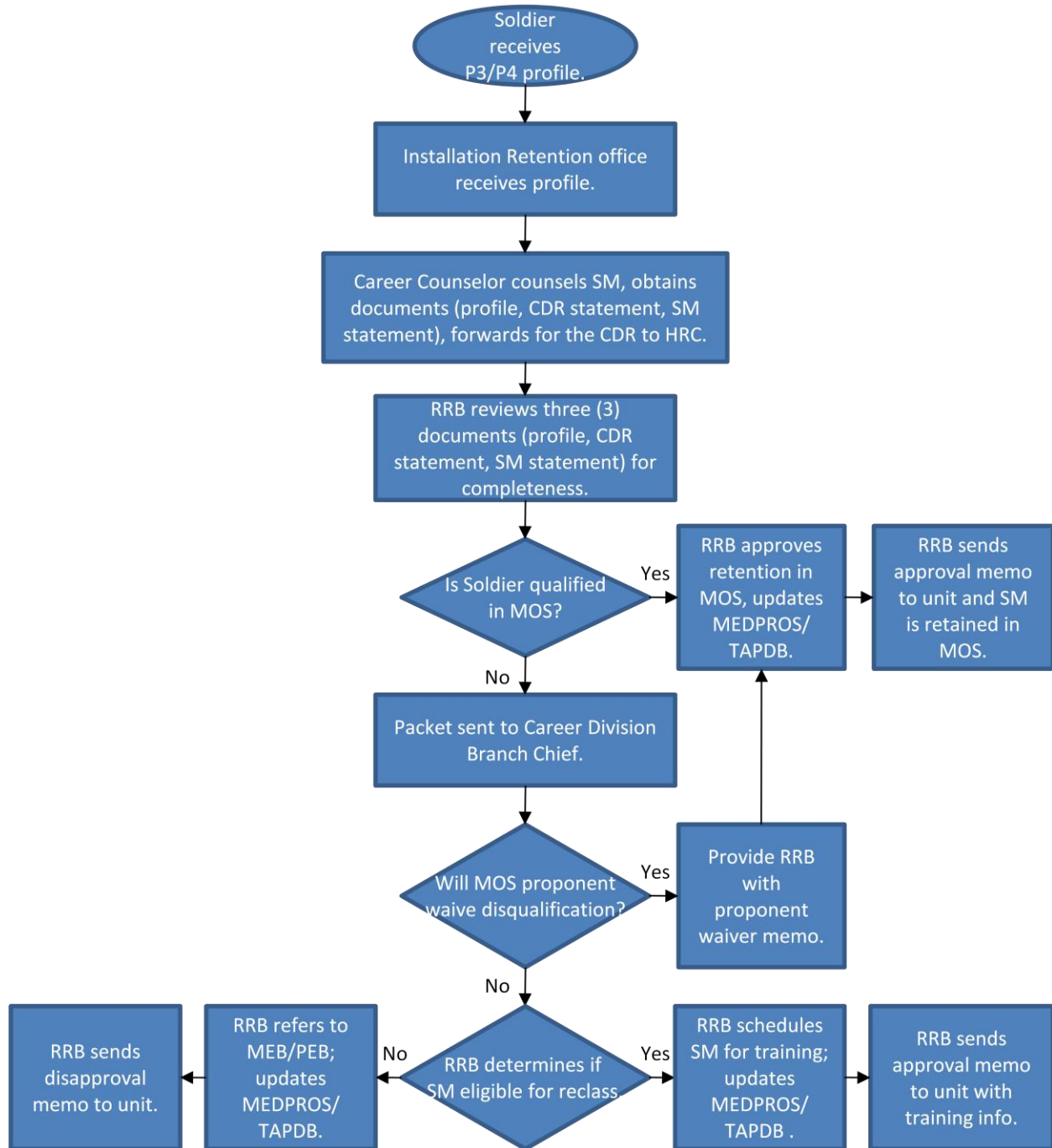
b. Company and Battalion Commanders submit recommendation in memorandum format.

c. Conduct Soldier counseling

5. Points of Contact:

Unit Retention NCO/Career Counselor; 21st TSC Surgeon General.

Overview of the MAR2 Process





USAREUR MAR2 Process

(Enlisted)

14 Day Suspense

14 Day Suspense

* MEBs referred to PEBLO by USAREUR.
* Unit CC verifies Soldier reports within 5 days.

PAD

- Forwards Profile to USAREUR Retention Office

USAREUR Retention Office

- Screens Profile
- Updates IMREPR

Unit Career Counselor

- Initiates MAR2 Packet
- Counsels Soldier
- Bn Cdr / Co Cdr Recommendation
- Submit MAR2 Request through RETAIN

USAREUR Retention Office

- Reviews MAR2 Packet
- Forwards to HRC for Adjudication

HRC

- Renders Decision
- Responds to USAREUR Retention

USAREUR Retention Office

- Receives decision
- Forwards to Unit Career Counselor

***Unit Career Counselor**

- Informs Bn/Co Cdr of decision
- Submits appeal if necessary (Material Error)

Commander may request 14 day extension for profile clarification

HRC Renders one of the following decisions:

- Retain In PMOS
- Reclassify
- Refer to MEB*

PHYSICAL PROFILES

1. References:

- a. [AR 40-501](#), Standards of Medical Fitness
- b. [AR 350-1](#), Army Training and Leader Development
- c. [AR 600-60](#), Physical Performance Evaluation System
- d. [DA Form 3349](#), Physical Profile
- e. [Europe Regional Medical Command – Military Treatment Facilities \(MTFs\)](#)

2. General Information:

a. Temporary Profiles: A temporary profile is given if the condition is considered temporary, the correction or treatment of the condition is medically advisable, and correction usually will result in a higher physical capacity. Soldiers on active duty and reserve component (RC) Soldiers not on active duty with a temporary profile will be medically evaluated at least once every 3 months at which time the profile may be extended for a maximum of 6 months from the initial profile start date by the profiling officer.

(1) When temporary profiles exceeding 6 months duration, for the same medical condition, the profiling officer will refer the Soldier to a specialist (for that medical condition) for management and consideration for one of the following actions:

(a) Continuation of a temporary profile for a maximum of 12 months from the initial profile start date.

(b) Change the temporary profile to a permanent profile.

(c) Determination if the Soldier meets the medical retention standards of Chapter 3, and, if not, referral to a MEB.

(2) The profiling officer must review previous profiles before making a decision to extend a temporary profile. Any extension of a temporary profile must be recorded on DA Form 3349, and if renewed, item 10 on the DA Form 334 must contain the following statement: "This temporary profile is an extension of a temporary profile first issued on (date)."

(3) Temporary profiles should specify an expiration date. If no date is specified, the profile will automatically expire at the end of 30 days from issuance of the profile. In no case will Soldiers carry a temporary profile that has been extended for more than 12 months. If a profile is needed beyond the 12 months, the temporary profile will be changed to a permanent profile.

b. Permanent Profiles. A profile is considered permanent unless a modifier of "T" (temporary) is added. A permanent profile may only be awarded or changed by the approving authority designated in AR 40-501, paragraph 7–6 that satisfies the conditions:

(1) The approving authority must be a physician.

(2) Permanent "3" or "4" physical profiles require an approving authority signature.

(a) If the profile is permanent, the profiling officer must assess if the Soldier meets retention standards in accordance with AR 40-501, Chapter 3. Those Soldiers on active duty who do not meet retention standards must be referred to an MEB as per Chapter 3 (See AR 40-501 paras 9–10 and 10–26 for disposition of USAR and ARNG Soldiers not on active duty who do not meet medical retention standards.)

(b) Those Soldiers (active duty and USAR/ARNG) who meet retention standards but have at least a 3 or 4 PULHES serial will be referred to a Medical MOS Retention Board (MMRB) in accordance with AR 600–60, unless waived by the MMRB convening authority.

(c) Permanent profiles may be amended at any time if clinically indicated and will automatically be reviewed at the time of a Soldier’s periodic health assessment or other medical examination.

(d) The Soldier’s commander may also request a review of a permanent profile in accordance with AR 40-501, paragraph 7–12.

3. Command Responsibility:

a. Commanders are responsible for providing an alternate aerobic activity for Soldiers with profiles.

b. Violation of a profile by a Soldier on or off duty is not a violation of a lawful order unless the commander has adopted the profile limitations and communicated the lawful order to the Soldier. The key point is that the Soldier must have knowledge that the commander issued the order. The commander could do this on a case-by-case basis or in a policy letter.

c. If the commander desires that the Soldier adhere to the conditions of a profile, then he or she should direct adherence as an order, either verbally or in writing to the individual Soldier or in a policy letter to all Soldiers.

d. Questions arising from violations of or failure to follow a profile should involve communication between the commander, the attending physician and the Staff Judge Advocate (SJA).

4. Points of Contact:

Unit Fitness Trainer, Military Treatment Facility, Staff Judge Advocate.

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TRAINING ROOM

ARMY PHYSICAL READINESS TRAINING (APRT)

The Physical Readiness Training Program (PRT) is the commander's program. The purpose of the PRT program is to develop and maintain a high level of unit physical readiness appropriate to duty position and for the conduct of full spectrum operations. The goal is to improve each Soldier's physical ability to survive, be resilient and win on the battlefield.

1. References:

- a. [AR 40-501](#), Standards of Medical Fitness
- b. [AR 350-1](#), Army Training and Leader Development
- c. [AR 600-9](#), The Army Weight Control Program
- d. [FM 7-0](#), Training for Full Spectrum Operations
- e. [TC 3-22.20](#), Army Physical Readiness Training

2. General Information:

Why is PRT a mandatory training requirement?

- a. Considered by senior leaders to be essential to individual, unit, and force readiness.
- b. Required by law for all individuals and units.

3. Command Responsibility:

Adhering to the following fundamentals contributes to a well-developed PRT program:

- a. Guidance. Provide clear guidance that explains the objectives and benefits of the unit PRT program.
- b. Leadership by example. Leaders at all levels must support and participate in the PRT program in order for it to be successful. This is a challenge in units with senior leaders, however, the command team must enforce this Army standard.
- c. Leadership Training. The command team must ensure that leaders at all levels are trained to supervise and conduct PRT.
- d. Evaluation and Standards. Successful command teams use their Mission Essential Task List (METL) to evaluate the effectiveness of their PRT program. The METL provides the foundation for the unit's training strategy and the PRT program is a vital part of this strategy. Therefore, the command team will assess individual and unit physical readiness in accordance with their METL in support of full spectrum operations.
- e. Discipline. It takes mental and physical discipline to survive on today's battlefield and a well developed PRT program will equip our Soldiers with these two critical capabilities.
- f. Safety. Safety must always be considered during the planning and execution of all training events. This is why the Army requires leaders at all levels to use the composite risk management process in FM 5-19. At a minimum, command teams will consider the following before their Soldiers execute any PRT activity:
 - (1) Environmental conditions.
 - (2) Emergency procedures.
 - (3) Facilities.
 - (4) Differences in age.
 - (5) Gender.

(6) Level of conditioning of each Soldier in the unit.

Army Physical Fitness Test

The APFT provides an assessment of the Physical Readiness Training (PRT) program. Physical conditioning or training periods solely devoted toward meeting APFT requirements are discouraged.

How often should the APFT be administered?

a. Commanders may administer the APFT as often as they wish; however, they must specify beforehand when the results are for record. The AA and Active Guard/Reserve (AGR) Soldiers will take the APFT at least twice each calendar year. A minimum of 4 months will separate record tests if only two record tests are given. The intent is for the Active Army and the AGR Soldiers to take a record APFT every 6 months. Mission requirements often prevent the even spacing of record tests. Therefore, commanders are encouraged to test Soldiers for record as close to the record test window as possible.

b. Soldiers in RC troop program units (TPUs) will take the APFT at least once each calendar year. A minimum of 8 months will separate record tests if only one test is given, with no more than 14 months between record tests. Soldiers that require makeup testing or re-testing for an APFT failure are exempt from the 8-month rule. Soldiers requiring makeup testing will be scheduled in accordance with the unit Standard Operating Procedures. Soldiers requiring retesting for an APFT failure will be scheduled as prescribed in paragraph 1–21e(5) of AR 350-1.

4. Points of Contact:

Unit Fitness Trainer, Unit Weight Control NCO, Military Treatment Facility.

ARMY WEIGHT CONTROL PROGRAM (AWCP)

1. References:

- a. [AR 600-9](#), The Army Weight Control Program
- b. [AR 600-8-2](#), Suspension of Favorable Personnel Actions (Flags)

2. General:

- a. All Soldiers are responsible for meeting the standards outlined in AR 600-9. Commanders and supervisors will monitor all members of their command to ensure they maintain proper body weight, body composition, and personal appearance.
- b. Excessive body fat indicates a lack of personal and unit discipline, detracts from military appearance, and may indicate a poor state of health, fitness or stamina. Self discipline to maintain proper weight distribution and high standards of appearance are essential to every Soldier in the Army.

3. Command Responsibility:

- a. Become familiar with AR 600-9.
- b. Weigh every Soldier when they take the Army Physical Fitness Test (APFT) or at least once every six months.
- c. Tape every Soldier that exceeds their screening table weight (see AR 600-9, Table 3-1) to determine their body fat content. Procedures for determining body fat content are located in AR 600-9, Appendix B.
- d. Coordinate with medical personnel to determine if there is a medical problem causing a Soldier's weight condition. AR 600-9 contains a sample memorandum to the medical department activity.
- e. Enter all overweight Soldiers with no approved medical conditions into the Army Weight Control Program. Inform the Soldier in writing (AR 600-9 contains a sample memorandum).
- f. Flag Soldiers entered into the AWCP in accordance with AR 600-8-2.
- g. Provide all Soldiers with guidance and information on diet and exercise to control their weight.
- h. Maintain all required documentation in the Soldier's file.
- i. Conduct monthly weigh-ins for Soldiers in the AWCP. Body fat content evaluations may also be done to assist in the measuring process.
- j. Remove Soldiers immediately from the AWCP once they meet AR 600-9 body fat content standard. Do not use the screening table weight as the standard to remove Soldiers from the AWCP.
- k. Soldiers who exceed the screening table weight but don't exceed the allowable percent body fat standard are not considered overweight and will not be subject to punitive action.
- l. Initiate a bar to reenlistment and/or administrative separation against Soldiers that fail to make satisfactory progress in the AWCP after six months. Inform the Soldier in writing.

4. Points of Contact:

Unit Personnel Clerk, Unit Fitness Trainer, Unit Weight Control NCO, Military Treatment Facility.

MARKING CLASSIFIED INFORMATION

1. References:

- a. [AR 380-5](#), Department of the Army Information Security Program.
- b. [DoD Directive 5200.1-R](#), Information Security Program.
- c. [DoD 5200.1-PH](#), DoD Guide to Marking Classified Documents.

2. General Information:

You may not generate many classified documents at company level except as related to USR and the occasional operational order. Nevertheless, it is important for you to know how to mark and identify classified information. This section provides basic information about classified marking to help identify when a document is properly classified. It also serves as a helpful reminder of physical security measures required to handle classified information.

What Is Classified Information?

The purpose of classification is to protect information from being used to damage or endanger national security. There are three levels of classification, "TOP SECRET", "SECRET" and "CONFIDENTIAL." Do not use other terms, such as "Official Use Only," or "Administratively Confidential," to identify **classified** national security information.

Why is the marking of classified information important?

Marking classified information serves several purposes in the Department of Defense. It alerts holders to the presence of classified information, identifies the exact information or portion that needs protection; provides guidance for downgrading and declassification; gives the reason for the initial classification decision; and warns the holders of any special access, controls, or safeguarding requirements (DoD 5200.1-PH, April 1997). For specific situational needs, contact your unit security manager for guidance.

3. Command Responsibility:

Adhering to the following requirements will assist company command teams with the marking of classified documents:

- a. In accordance with AR 380-5, 4-3, the holder of an improperly marked classified document will contact the document originator to obtain correct markings. Classified and sensitive material will bear the following markings:
 - (1) The overall (highest) classification/sensitivity of the information.
 - (2) The command, office of origin, date, and if not evident by the name of the command, the fact that the document was generated by the Department of the Army.
 - (3) Identification and date of the specific classified information in the document and its level of classification (see example, "Marking Originally Classified Documents").
 - (4) Identification of the source(s) of classification ("Classified by"), and, for originally classified information, the concise reason(s) for classification (see example, "Marking Originally Classified Documents").

b. In accordance with USAREUR Supplement 1 to AR 380-5, 4-20, the appropriate security classification will be marked at the top and bottom of each classified e-mail message. E-mail paragraphs and subparagraphs will also be marked with the appropriate classification marking. Unclassified e-mail will be marked with the word "UNCLASSIFIED" in the center of the page above the text.

c. Only individuals occupying positions specifically authorized in writing may classify documents originally.

d. Only individuals with the appropriate security clearance, who are required by their work to generate classified source information, may classify derivatively.

e. To have access to classified information, a person must have a security clearance at an appropriate level, a signed SF 312, "Classified Information Nondisclosure Agreement," and the "need-to-know."

f. Individuals who believe that information in their possession is inappropriately classified, or inappropriately unclassified, are expected to bring their concerns to the attention of their security manager or the classifier of the information for resolution.

g. Classified information shall not be discussed or read in public places. It will not be left unattended, even for a short time in automobiles, hotel rooms, private residences or public lockers. Only approved security containers are authorized for storage.

h. Classified information shall not be discussed on non-secure telephones. "Talking around" is a dangerous practice and does not provide adequate protection to classified national security information.


i. Notes, rough drafts, informal working papers, and other preliminary documents must be handled and destroyed as classified information. This is especially important with computer generated documents that often go through several revisions. Apply the markings as the document is being created. DoD 5200.1-PH, APR 1997.

4. Points of Contact:

Unit Security Manager, S2/G2.

The following pages contain illustrated primers of how to properly mark classified documents.

Marking "Originally Classified" Documents

	
SECRET — 1.b.	
OFFICE OF THE SECRETARY OF DEFENSE WASHINGTON, DC	
	date
MEMORANDUM FOR DASD (I&S)	1.a.
1.a. SUBJECT: Classification Markings (U)	
1. (U) This is an example of a document that contains originally classified information. Standard markings are required for all documents as shown here. These markings include:	
a. (U) Portion marking(s) for each section of a document to reflect the classification of the information. When using subsections such as shown here, individual markings are used. When subsections are not marked, the information is protected at the level of protection shown by the overall section.	
b. (U) Overall markings conspicuously using larger font size or bold.	
c. (U) A "Classified by" line that includes the name or personal identifier and position of the originator.	
d. (S) A reason for classification as shown on page 8 of this guide.	
e. (U) A "Declassify on" line that indicates the following:	
(1) The date or event for declassification not to exceed 10 years.	
(2) The date that is 10 years from the date of the original decision.	
(3) An extension beyond the initial 10 years of classification.	
(4) An authorized and applicable exemption category(ies) as described on page 10 of this guide.	
2. (S) If this paragraph contained "Secret" information, the portion would be marked with the designation "S" in parentheses. If the paragraph contained "Confidential" information, the portion would be marked with the designation "C" in parentheses.	
Classified by:	Emmett Paige, Jr. 1.c.
	ASD(C3I) 1.d.
Reason:	1.5 (a) and (d) 1.e.
Declassify on:	December 31, XXXX
SECRET	

Note: A line followed by a reference number, cites the paragraph number found on the same page.

Portions (Paragraph, Subject, and Title) Marking
and Overall Classification Marking



SECRET ^{3.}

OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, DC

date

MEMORANDUM FOR DASD (I&S)

1. SUBJECT: Portion Markings and Overall Classification Marking (U) ^{1.}

1. (U) The first step in marking a document is to identify the classification level of each portion contained in the document. This includes each paragraph, subjects, and titles. Only by identifying the proper classification for each portion can the overall classification level be determined.

a. (U) The three sample paragraphs shown here contain "Unclassified," "Secret," and "Confidential" information, respectively. Portion markings consist of the letters "(U)" for unclassified, "(C)" for "Confidential," "(S)" for "Secret," and "(TS)" for "Top Secret."

b. (U) These abbreviations are placed, in parentheses, before the portion, or after the title to which they apply.

1.&2.

c. (U) Whenever possible, use an unclassified title or subject line. If a classified title and/or subject is necessary, follow it with a short, unclassified title.

2. (S) The second step in classifying a document is determining the overall classification of the document. The overall classification is determined by the highest classification level of information contained in the document. In the example shown here, "Secret" is the highest level of classification. This is paragraph 2. If it were to contain "Secret" information, this portion would be marked with the designation "S" in parentheses.

3. (C) "Conspicuously" place the overall classification at the top and the bottom of the page. This is paragraph 3. If it were to contain "Confidential" information, this portion would be marked with the designation "C" in parentheses.

Classified by: Emmett Paige, Jr., ASD(C3I)
Reason: 1.5 (a) and (d)
Declassify on: December 31, XXXX

SECRET

SECURITY CLEARANCES

1. References:

- a. [AR 380-67](#), Personnel Security Program
- b. [SF 86](#), Questionnaire for National Security Positions

2. General Information:

a. How to acquire a security clearance.

(1) All security clearances will be kept to a minimum. This means that there must be a REQUIREMENT to obtain a certain clearance. Clearances are not issued because, “I want”, or “I would like to”.

(2) IAW AR 380-67, para 2–501, *Limit investigations and access*, the number of persons cleared for access to classified information shall be kept to a minimum, consistent with the requirements of operations. Special attention shall be given to eliminating unnecessary clearances and requests for personnel security investigations.

(3) Contact the S2/G2 to set up an appointment. Be sure to include the requirement for your clearance. If you are required to have a Top Secret - Sensitive Compartmented Information (TS/SCI) clearance, the requirement must be verified. There is no longer a “billet” system for TS clearances; however, the number must be kept to a minimum.

(4) At the S2/G2 appointment, you will be given a hardcopy SF 86. This must be completed, in its entirety, and reviewed by the S2/G2 security manager. Once the security manager is satisfied that all the information is available, he/she will initiate the investigation via Personnel Security Investigation Portal – Center of Excellence (PSIP-CoE) and take fingerprints, if required. PSIP-CoE will then notify the individual, usually within a week, that he/she has five (5) calendar days to complete the investigation paperwork.

(5) If an Interim clearance is required, this information must be provided to the security manager at the time of PSIP-CoE investigation initiation.

b. How to resolve a security clearance issue. Contact your security manager with any questions you have concerning your clearance.

3. Command Responsibility:

a. IAW AR 380-67, para 8-101b(1), commanders are required to report all credible derogatory information. This includes, but is not limited to, any Military Police Blotter entries and Judicial/Non-Judicial punishment.

b. IAW AR 380-67, para 8-102, commanders do NOT have to suspend access for reported credible derogatory information. The commander MAY suspend, formally or informally, access to classified information if he/she determines that it is the best interests of national security.

(1) Formal suspension is reported to Army Central Clearance Facility (CCF), and is marked in the Joint Personnel Adjudication System (JPAS) as “access suspended”.

(a) Individual will NOT have access to classified material.

(b) Individual MUST resubmit for an investigation, but cannot do so until one (1) year after the suspension was initiated.

(c) Individual is NOT eligible for an Interim clearance pending closure of

investigation AND adjudication by CCF.

(2) Informal suspension is done by the commander and the G2/S2.

(a) Individual will NOT have access to classified material during this time frame.

(b) Commander may reinstate access at any time.

c. Statement of Reasons (SOR)

(1) An SOR is generated when Army CCF has questions that were not answered during the investigation. The SOR is sent to the G2/S2 and must be read to the individual.

(2) Access may/may not be suspended upon issuance of the SOR. It depends on the severity of the issues.

(3) Once read, the individual has sixty (60) calendar days to respond to the SOR. If the timeline is not met, Army CCF will deny the clearance.

(4) Once an SOR is generated, the individual MUST respond to the SOR, regardless of how long it takes. Army CCF will not grant a clearance until the questions in the SOR are answered.

4. Points of Contact:

Unit Security Manager, S2/G2.

SERGEANT'S TIME TRAINING (STT)

1. References:

- a. [AR 350-1](#), Army Training and Leader Development
- b. [FM 7-22.7](#), The Army Noncommissioned Officer Guide, Appendix A

2. General Information:

Sergeant's Time Training (STT) helps develop first-line leaders and strengthen Soldiers' skills. STT is held on a regular basis to enhance readiness and unit cohesion. It also provides junior NCOs the opportunity to learn and exercise the Army's training management system. STT is designed to train the trainer so that the NCO can train his/her Soldiers. This requires the NCO to identify essential Soldier and small-unit and team tasks that support the unit's mission essential task list. NCOs must assess Soldiers' and the unit's strengths and weaknesses; recommend ways to correct deficiencies; and execute the training to standard.

3. Point of Contact:

Unit Training NCO.

TRAINING MEETINGS

1. REFERENCES:

- a. [AR 350-1](#), Army Training and Leader Development
- b. [FM 5-19](#), Composite Risk Management
- c. [FM 7-0](#), Training for Full Spectrum Operations

2. General Information:

Successful leaders in Army units manage training using procedures in FM 7-0, which support and are consistent with joint training management procedures. FM 7-0 provides the basic foundation for Army leaders at all levels to train their units for full spectrum operations.

3. Command Responsibility:

a. Use the Digital Training Management System (DTMS) to enhance and manage unit training. The DTMS provides the ability to plan, resource and manage unit and individual training at the unit level. DTMS provides links to individual and collective tasks through several resources, such as the Combined Arms Training Strategy (CATS), The Army Universal Task List (AUTL), and The Universal Joint Task List (UJTL). It can also produce the following products:

- (1) Long and short-range planning calendars
- (2) Event training plans
- (3) Training schedules
- (4) Individual training records
- (5) METL assessment records

- b. Focus training on mission essential tasks and supporting critical tasks.
- c. Plan and execute training events that enable the unit to build and sustain Soldier, leader, and unit proficiency in mission essential tasks.
- d. Train to applicable Army standards.
- e. Minimize risk in training activities by conducting a risk assessment in accordance with [FM 5-19](#) when planning all training events.
- f. Manage activities so that training land is protected, rehabilitated, and maintained.
- g. Given a directed mission, use available time to rehearse mission execution.
- h. Assess performance in training and operations and provide feedback to unit personnel and Army lessons learned processes.

Additional Training Meeting Tips:

- Prepare: At a minimum, invest 2-3 hours preparing for the meeting. Review last month's training, After Action Reviews (AARs), METL assessments and anything that is considered a major topic for discussion. This will help keep the meeting to less than one hour, because the command team is focused on what they want to review.
- Draft an Agenda: Create an agenda to identify the purpose of the meeting and to determine the key topics to be discussed. This will help keep the meeting focused.
- Provide timely notice: Give your subordinate leaders time to prepare for the training

meeting. This will also assist in keeping the meeting focused and on time, because everyone is prepared to discuss their key topics.

- *Start on time:* Always start on time, even if people are going to be late. Verbally counsel those individuals that are late and did not coordinate with either the commander or First Sergeant ahead of time. This will send a message to everyone that the command team is serious about their meetings and wasting the time of others.
- *Keep a timer:* Assign someone to keep track of the time or use your own watch. If possible, hold all questions to the end and give everyone a time limit to provide their feedback/comments.
- *Assign a recorder or scribe:* Maintain a dry erase board or butcher block paper to capture key notes throughout the meeting. Identify action officers or those individuals that are responsible for certain events. Review all notes at the end of the meeting to ensure nothing was missed.
- *Keep sidebar to a minimum:* Don't allow the meeting to get out of control with others talking about matters not concerning the topic at hand. Address all personal issues after the meeting, unless it affects the entire group.
- *Finish in One Hour or less:* Successful command teams do not believe in wasting their Soldiers' time. Therefore, the better prepared everyone is for the meeting, the sooner everyone can leave. Following the first three tips above will assist in this task.

4. Points of Contact:

Unit Training NCO, S3/G3.

WEAPONS QUALIFICATION

"You don't hurt'em if you don't hit'em."

Lt. Gen. Lewis B. "Chesty" Puller, USMC

1. References:

- a. [AR 350-1](#), Army Training and Leader Development
- b. [DA PAM 350-38](#), Standards in Training Commission
- c. [FM 3-22.9](#), Rifle Marksmanship M16-/M4-Series Weapons
- d. [FM 3-23.35](#), Combat Training with Pistols, M9 and M11
- e. [FM 5-19](#), Composite Risk Management
- f. [FM 7-0](#), Training for Full Spectrum Operations

2. General Information:

Why is marksmanship training important?

In order for our Soldiers to survive on today's battlefield, they must be proficient in their marksmanship skills with their assigned weapon. FM 3-22.9 stresses that an effective marksmanship training program can be measured by the unit's ability to put effective fire on a target. The strategy begins with the progressive individual training periods taught during initial entry training (IET) and culminates with advanced rifle marksmanship (ARM) skills. Soldiers will receive sustainment training in their assigned units using the basic skills taught in IET. The strategy for sustaining the basic marksmanship skills taught in IET is periodic preliminary rifle instruction, followed by instructional and qualification range firing. A year-round marksmanship sustainment program is needed for a unit to maintain its individual and collective firing proficiency requirements and to accomplish its wartime mission. This is why marksmanship training is so important.

What is the purpose of the Standards in Training Commission (STRAC) and how does it assist company command teams?

- a. STRAC mission is to determine the quantities and types of munitions required for Soldiers, crews and units to attain and sustain weapon proficiency relative to readiness levels, making maximum use of Training Aids, Devices, Simulators and Simulations (TADSS) and sub-caliber firing devices.
- b. STRAC provides company command teams the events and standards for achieving and sustaining individual, crew, and unit readiness. In conjunction with the Combined Arms Training Strategy (CATS), the STRAC strategies form the basis of unit collective training. Command teams will use the events found in the STRAC and CATS strategies to develop their unit training plan and calendar, taking into account the frequency, duration, conditions and standards in the strategies. This is why the STRAC format has been changed from a weapons-based to a unit-based concept. This concept allows targeting of resources down to a specific unit type with allowances for different Mission Essential Task Lists (METLs).

3. Command Responsibility:

Based on each individual unit Modified Table of Organization and Equipment (MTOE), command teams will use current Army doctrinal field manuals (FMs), training pamphlets, and circulars to train and certify their Soldiers on their assigned weapon. At a minimum, the following basic standards will assist command teams in developing their weapons training strategies:

a. Individual Weapon Qualification Requirements:

(1) M16/M4 Rifle. Ninety percent (Active), eighty percent (National Guard (NG) and US Army Reserve (USAR)) of the Soldiers assigned a rifle will zero and meet the qualification standards in FM 3-22.9 every six months (Active) or every twelve months (NG & USAR). This is the basic standard for all units in the Army; however, command teams will consult the appropriate sections of DA PAM 350-38 for any additional training requirements and resources for their particular units.

(2) M9 Automatic Pistol. Ninety percent (Active), eighty percent (NG and USAR) of the Soldiers assigned will meet the qualification standards in FM 3-23.35 every six months (Active) or every twelve months (NG & USAR). This is the basic standard for all units in the Army; however, command teams will consult the appropriate sections of DA PAM 350-38 for any additional training requirements and resources for their particular units.

(3) Crew Served Weapons. Based on each individual unit MTOE, command teams will use DA PAM 350-38 and the appropriate field manuals to determine authorized resources for weapons training and qualification.

b. Fundamentals of Marksmanship: The Army teaches five fundamentals of marksmanship for the M16/M4 Rifle and six for the M9 Pistol (see diagrams below).



4. Points of Contact:

Unit Training NCO, S3/G3, Center for Army Lessons Learned (CALL).

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SUPPLY ROOM

ARMS ROOM

1. References:

- a. [AR 190-11](#), Physical Security of Arms, Ammunition, and Explosives
- b. [AR 190-13](#), The Army Physical Security Program
- c. [AR 190-45](#), Law Enforcement Reporting
- d. [AR 710-2](#), Supply Policy Below the National Level
- e. [AER 190-6](#), Registration and Control of Privately Owned Firearms and Other Weapons in Germany
- f. [AER 190-13](#), Army in Europe Physical Security Program
- g. [AER 385-64](#), Explosives Safety
- h. [DA PAM 385-64](#), Ammunition and Explosives Safety Standards
- i. [DA PAM 710-2-1](#), Using Unit Supply System (Manual Procedures)
- j. [DA Form 2062](#), Hand Receipt/Annex Number
- k. [DA Form 3749](#), Equipment Receipt
- l. [DA Form 4930](#), Alarm/Intrusion Detection Record
- m. [DA Form 5513](#), Key Control Register and Inventory
- n. [DA Form 7281](#), Command Oriented Arms, Ammunition, and Explosives (AA&E) Security Screening and Evaluation Record
- o. [SF 702](#), Security Container Check Sheet

2. Command Responsibility:

- a. Ensure necessary measures are taken to safeguard Arms, Ammunition, and Explosives (AA&E) at all times. This includes providing specific instructions in writing on individual responsibility for AA&E during operational and field training conditions, care and maintenance, competitive marksmanship meets, and storage on, or when mounted on, vehicles and aircraft.
- b. Appoint, in writing, an Arms Room Officer to serve as an advisor and liaison between the company and battalion physical security sections.
- c. Appoint, in writing, two responsible individuals to act as the Unit Armorer and Alternate Unit Armorer. Only personnel who are mature, stable, and have shown a willingness and capability to perform tasks in a dependable manner will be assigned to duties which involve responsibility for the control, accountability and shipment of AA&E. DA Form 7281-R (Command Oriented Arms, Ammunition, and Explosives (AA&E) Security Screening and Evaluation Records) will be used to evaluate potential candidates. Completed forms will be maintained on file within the unit until the individual departs or is relieved from AA&E oriented duties.
- d. Establish accompanied/unaccompanied access rosters IAW AR 190-11.
- e. Inventory padlocks and keys semiannually IAW AR 190-11.
- f. Ensure monthly serial number inventories are conducted and maintained on file for two years (no discrepancies) or four years (with discrepancies).
(Note: Unit Armorer will not conduct the inventory and the same person cannot conduct the inventory two consecutive months.)
- g. Use a Master Authorization List (MAL) for all personnel assigned a weapon.

- h. Prior to storing ammunition, conduct a risk assessment in coordination with safety, logistics, security, fire protection, and surveillance personnel.
- i. Establish measures and policies for storing privately-owned firearms IAW AER 190-6.
- j. Ensure timely submission of Serious Incident Reports IAW AR 190-45.
- k. Report all losses (actual or suspected) or recoveries within 2 hours of initial detection to the proper law enforcement agencies.

3. Points of Contact:

Unit Armorer, Safety Officer, S2/G2, 21st TSC G4 MAIT.

COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP)

1. References:

- a. [AR 735-5](#), *Policies and Procedures for Property Accountability*
- b. [AR 710-2](#), *Supply Policy Below the National Level*
- c. Center for Army Lessons Learned (CALL) [Handbook 10-19](#), *Small Unit Leader's Guide to: The Command Supply Discipline Program Handbook, January 2010.*

2. What is CSDP?

- a. The CSDP is a compilation of existing regulatory requirements brought together for visibility purposes. It is directed at standardizing supply discipline throughout the Army. Also, the CSDP is meant to simplify command, supervisory, and managerial responsibilities.
- b. The CSDP is a four-fold program addressing the following:
 - (1) Responsibility of commanders and supervisory personnel to instill supply discipline in their operations.
 - (2) Guidance for evaluating supply discipline.
 - (3) Feedback through command and technical channels for improving supply policy and for improving procedures to monitor supply discipline.
 - (4) Follow-up to ensure supply discipline is maintained.

3. Why is CSDP important to a Commander?

The input of the company's senior leader dictates how leaders and subordinates respond to requirements. In the absence of leadership, or CSDP emphasis, important requirements are left undone and result in wasted time and the depletion of dollars and resources. Commanders at all levels must enforce supply discipline to have a successful CSDP program. The following are considerations for commanders:

- a. The CSDP is a Command Responsibility. Commanders are required, by position, to ensure all government property within their command is properly used and maintained.
- b. A CSDP can assist in recognizing both superior and inferior performance regarding supply discipline. When administered properly, a CSDP can identify logistical problems and allows for timely corrective action.
- c. Commanders must ensure that supervisory, direct, and custodial responsibilities are carried out in accordance with AR 735-5, para 2-8.
- d. The CSDP helps standardize supply discipline and ensures compliance with DA supply policy and procedures.
- e. Army supply conservation is essential. Ensure the proper items and amounts are used to accomplish a task or mission.
- f. The CSDP is the commander's program, however you can request help from battalion and higher level resources such as the local inspector general, supply and logistics officer, and logistic personnel within your chain of command to conduct evaluations.
- g. Enforcement of supply discipline is accomplished through a combination of command emphasis, leadership, training, and administrative and disciplinary measures.

4. Command Supply Discipline Program responsibilities and guidance

Responsibilities and guidance for the CSDP is covered by AR 710-2, para 1-10. CSDP inspections are part of the organizational inspection program. Commanders should review the unit's CSDP results, look for positive trends to maintain, and create plans to improve negative trends.

5. Command Responsibility:

- a. Implement an aggressive CSDP using existing personnel and resources to avoid duplication or fragmentation of efforts.
- b. Provide the necessary emphasis to ensure the success of the CSDP to include annual officer professional development, noncommissioned officer development, and open unit forum.
- c. Appoint in writing a CSDP monitor to oversee the unit program. The CSDP monitor is the senior logistician to the commander in the headquarters.
- d. Recognize both superior and inferior performance regarding supply discipline.
- e. Use the results of CSDP evaluations to determine candidates for the Army Supply Excellence Award Program.
- f. Conduct prompt corrective action or commendatory comments as noted on evaluations and inspections.

Commander's Quick Reference Guide to the Command Supply Discipline Program

- 1. Purpose:** Identify key aspects of the Command Supply Discipline Program (CSDP). Commanders must become actively involved in their units to ensure successful development, implementation, and maintenance of the CSDP.

- 2. Facts:** Commanders' time is valuable and finite. Knowing unit logistical aspects allows preservation of their time and increases unit efficiency and cohesion.
 - a. Hand receipts.** Before signing the primary hand receipt, ensure all property has been accounted and signed for. This includes shortage annexes, maintenance, requisition documents, and sub-hand receipts. The incoming commander will conduct an inventory of property listed on the primary hand receipt within 30 days before assuming command. Complete the inventory before the new primary hand receipt holder (PHRH) assumes duties or outgoing PHRH departs (whichever is first). When inventory cannot be completed, request for an extension in writing from the next higher commander. A maximum of 2 extensions (15 days each) may be granted by the next higher commander, major United States Army reserve command, or State Adjutant General.
 - b. Delegations of authority (Department of the Army (DA) Form 1687).** Delegation of authority is a method used to multiply a commander's ability to accomplish specific tasks by authorizing designated Soldiers to perform actions delegated by the commander.
 - c. Review unit CSDP records.** Review CSDP records for accuracy, timeliness, and correction of deficiencies. Keep on file all inventories to include monthly, quarterly, cyclic, prescribed load list, sensitive item, physical, serial number, key register, hazardous material, and previous unit logistic inspection results. Use these reports and findings to identify logistical strengths and weaknesses within the unit.
 - d. Unit funds and purchase accounts.** Review each account and ensure the funds allocation is correct. Review past purchases, requests, and allotments for the unit and make necessary adjustments. Know what your unit spends.

EXCESS PROPERTY

Excess property is defined as (1) property accounted for on the unit's hand receipt/property book above the authorized amount or (2) property meeting the requirements for property book accountability and not accounted for on the unit's hand receipt/property book.

It's a myth that excess equipment is a good thing. Some commanders and supply sergeants tend to be "packrats" and keep everything they can. This may be good when dealing with toilet paper, but when dealing with Class VII, it can be a problem. Remember two things; a company barely has enough lift capability to move its MTO&E items, let alone excess; any excess you have must still be accounted for. A new commander must properly account for the excess discovered during a change of command inventory. This section will briefly cover options available when dealing with excess property.

FOUND ON INSTALLATION (FOI)

When nonexpendable property is identified and is not on the unit's hand receipt or is not a component to another end item, take the following "found on installation" actions:

a. If **no requirement** exists for the found (property book) item, gather as much information about the found property as possible and fill out a DA Form 2765-1, *Request for Issue or Turn-in*. Forward the documentation to PBO and request disposition instructions. The PBO will attempt to direct the item to a unit with a requirement.

b. If a **requirement and authorization exists** for the found item, fill out a DA Form 2765-1 and place "FOUND ON INSTALLATION" in block P, then the unit commander must sign. Deliver the document to the PBO for processing.

c. If a **requirement exists without an authorization** for the found item, prepare and process a DA Form 2765-1. In addition, prepare Request for Retention paperwork. This consists of a memo, DA Form 4610-R and supporting documentation. This paperwork must be submitted through S3/G3 channels to validate the requirement and adjust the authorization documents (MTOE, TDA, etc.).

INVENTORY PROCEDURES

1. References:

- a. [AR 710-2](#), *Supply Policy Below the National Level*
- b. [AR 735-5](#), Policies and Procedures for Property Accountability
- c. [DA Pam 710-2-1](#), Using Unit Supply System (Manual Procedures)

2. General Information:

The incoming and outgoing Commander has 30 days to inventory all property on the company hand receipt. The incoming Commander becomes the Primary Hand Receipt Holder (PHRH). See AR 710-2, paragraph 2-12 and table 2-1 for specific instructions.

3. Command Responsibility:

- a. Conduct an annual one hundred percent inventory of all property assigned to the company. The officer responsible for the unit's property will ensure that this inventory is conducted. A cyclic inventory may be performed in lieu of the annual officer inventory when:
 - (1) The responsible officer of the unit keeping its own property book elects to do it.
 - (2) The property book is kept at other than unit level and the Property Book Officer (PBO) requires it.
- b. When you choose the cyclic inventory option, use the following procedures:
 - (1) Conduct cyclic inventories monthly, quarterly, or semiannually. Inventory about 10 percent of the property of the property book items monthly, 25 percent quarterly, or 50 percent semiannually.
 - (2) Inventory sensitive items and unclassified controlled cryptographic items (CCI)—COMSEC material—quarterly.
 - (3) Inventory explosives (ammunition), and firearms and hazardous items monthly.

4. Points of Contact:

Property Book Office, S4/G4.

ONLINE PROPERTY ACCOUNTABILITY TRAINING FOR LEADERS

Online Training: [Property Accountability Training for Leaders in the Contemporary Operating Environment.](#)

The Army Learning Management System offers a course titled Property Accountability for Leaders in the Contemporary Operating Environment. This online course for all leaders provides detailed information on the basics of property accountability and specific information for deployments and redeployment property accountability actions. This course does not require any prerequisite knowledge of property accountability. It is also a powerful tool for refreshing the knowledge of any leader who is responsible for property accountability. This course is recommended for all Company and Platoon leadership teams and should be an integral part of developing leaders for success in property accountability.

The course can be accessed at www.lms.army.mil.

A window will prompt the user for their AKO user name and password

You can access the course by searching for “Property Accountability” in the Catalog Search area (left side of the screen).

The user can register for the course and launch the material at any time.

TURN-IN PROCEDURES

There are three types of turn-ins.

- **Serviceable turn-ins.** This equipment is in working condition and is not required by the company, battalion, Division or Corps. Disposition instructions are required for all serviceable equipment. Commanders are encouraged to request disposition for all serviceable access by providing a DISPO Packet through the battalion S4 and brigade S4 to the PBO. Disposition instructions may be provided without request from the company.

- **Unserviceable turn-ins.** The equipment has been inspected by the supporting maintenance activity and is not in working condition. Disposition instructions are also required for unserviceable equipment.

- **Lateral Transfers.** When excess property is identified, the PBO will look for other units that need the equipment and direct a lateral transfer. Lateral transfers are prepared on a DA Form 3161, *Request for Issue or Turn-in*. The losing unit is responsible to ensure that all the paperwork is completed to ensure the success of the transfer. Lateral transfers must be approved by the commander with authority over both gaining and losing units.

PROPERTY ADJUSTMENT PROCEDURES

1. REFERENCES:

- a. [AR 735-5](#), Policies and Procedures for Property Accountability
- b. [AR 710-2](#), Supply Policy Below the National Level
- c. [DA PAM 710-2-1](#), Using Unit Supply System (Manual Procedures)
- d. [DA PAM 735-5](#), Financial Liability Officer's Guide

2. General Information:

If there are any discrepancies once inventories are completed, the outgoing commander, the supply sergeant, and the property book officer work together to settle them. There are three methods to resolve property discrepancies during a change of command inventory. They are the Administrative Adjustment Report, the Cash Collection Voucher/Statement of Charges and the Financial Liability Investigation of Property Loss (FLIPL).

ADMINISTRATIVE ADJUSTMENT REPORT

Minor property book adjustments will be corrected using the Administrative Adjustment Report (AAR, DA Form 4949) when no loss to the government is involved. The purpose of an AAR is to correct minor administrative errors. It cannot be used solely to adjust quantities, or when the possibility of substitution exists. An AAR will be prepared IAW DA PAM 710-2-1, Chapter 4 based on the circumstances and submitted to the PBO for processing. Criteria for an AAR are:

- Discrepancies in Makes, models or sizes
- NSN changes
- Unit of issue changes that affect the quantity
- Changes in accountability requirements
- Assembly/disassembly of an end item
- Adjust serial number due to equipment exchanges or obvious admin errors

The supply sergeant must submit the AAR as soon as the discrepancy is noted. This will help in updating the property book prior to the incoming commander signing it.

CASH COLLECTION VOUCHER/STATEMENT OF CHARGES

The Cash Collection Voucher or Statement of Charges, DD Form 362, is the preferred method to account for lost, damaged or destroyed property. Funds collected by this technique remain at the installation and may be used to replace the property in question. The voucher method may be used when an individual admits liability for lost, damaged, or destroyed government property. This method may only be used if the cost does not exceed the individual's monthly base pay, and may *never* be used for the loss of a sensitive item (CIIC of 1–6, 8, 9 \$, N, P, Q, R, and Y). See AR 735-5 for detailed procedures.

FINANCIAL LIABILITY INVESTIGATION OF PROPERTY LOSS (FLIPL)

The Financial Liability Investigation of Property Loss (FLIPL, DD Form 200) and the mandatory DA Form 7531 FLIPL Checklist are used to document the circumstances surrounding the loss, damage, or destruction of government property and assess financial liability where appropriate. The FLIPL is not a means to “write off” property, and there is no stigma associated with initiating a FLIPL; to the contrary, it indicates the commander is taking appropriate action to account for property and attempting to recoup the loss to the government. The FLIPL method should be used when other methods to recover the property have failed or when specifically required by regulation. In other words, do your research; gather the facts; and if it's for lost property, make sure it's really “lost” and not just “misplaced”. **A FLIPL must be initiated for the following reasons:**

- Negligence or willful misconduct is suspected as the cause but there is no admission of liability and refusal to make payment.
- Loss of sensitive items (CIIC of 1–6, 8, 9 \$, N, P, Q, R, and Y) requires an AR 15-6 investigation and the results are attached to the DD Form 200. In this case, the FLIPL is used as a voucher to adjust the property.
- The property involves a change of accountable officer's inventory and there is no voluntary reimbursement by the outgoing accountable officer
- The value of the property involved exceeds the individual's base pay

Note: AR 735-5 and DA Pam 735-5 provide detailed instructions for the FLIPL process.

COMBINED LOGISTICS EXCELLENCE AWARD (CLEA) PROGRAMS

The CLEA program is a Department of the Army (DA) G-4 program that recognizes outstanding achievement for logistics elements in deployment excellence, supply excellence, and maintenance excellence. Units can compete at the battalion, company, or detachment level and other levels as identified by the proponent agency. Each unit has the opportunity to compete at the 21st TSC level, the USAREUR level with USAREUR level winners going on to compete at the DA level. The information from the submitted packets is reviewed for lessons learned and can affect change in doctrine or other processes throughout the Army.

DEPLOYMENT EXCELLENCE AWARD (DEA)

The proponent for the award is the CASCOM Deployment Process Modernization Office. The requirements for the packets can be found in the Army Knowledge Online (AKO) Knowledge Network link to the Sustainment Knowledge Network (SKN) which provides a link to the DPMO home site. The 21st TSC G-4 Transportation Branch also maintains sample packets. This award requires units to prepare packets highlighting their deployment and redeployment activities for the competing year. There is no on-site inspection for this award.

SUPPLY EXCELLENCE AWARD (SEA)

The proponent for this program is the U.S. Army Quartermaster School at Fort Lee, Virginia. The program requirements can be found at the following link: http://www.quartermaster.army.mil/ltd/supply_excellence_award_program.html. This program does not require a packet to be prepared and will involve an on-site inspection of unit supply activities to include SSAS. Competitors will be evaluated by 21st TSC G-4 to determine the 21st TSC winners and USAREUR will also conduct an on-site inspection to determine USAREUR winners. USAREUR winners will go on to compete at the DA level with another inspection. The inspection criterion is the Command Supply Discipline Program (CSDP) checklist found in AR 710-2, Appendix B.

ARMY AWARD FOR MAINTENANCE EXCELLENCE (AAME)

The proponent for this award is the U.S. Army Chief of Ordnance at Fort Lee, Virginia. The program requirements can be found at the following link: <http://www.goordnance.army.mil/AAME/aame.html>. This program is conducted in two phases. The first phase is a review of the unit's narrative on significant maintenance activities. The second phase is an on-site inspection similar to the SEA. 21st TSC G-4, Maintenance Branch, is the command proponent for this award and maintains sample packets which units can review.

Contact the 21st TSC G-4 for submission dates and additional information.

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MOTOR POOL

COMMANDERS' MAINTENANCE HANDBOOK

1. References:

- a. [AR 750-1](#), Army Materiel Maintenance Policy
- b. [DA PAM 750-1](#), Commanders' Maintenance Handbook

2. Policy:

Army Materiel Maintenance Policy (AR 750-1) establishes policies and assigns responsibilities for the maintenance of Army materiel. It provides and defines requirements for performance and management of the materiel maintenance function. The regulation relates to two categories of maintenance: Field and Sustainment. **Field maintenance** consists of maintenance functions formerly known as Operator/Crew (equipment operators and vehicle crews), unit, and direct support. **Sustainment maintenance** consists of maintenance functions formerly known as general support (GS) and depot operations of the Army maintenance system and Army wide program for commodity-unique maintenance.

Commanders' Maintenance Handbook (DA PAM 750-1) provides an overview of the wide spectrum of maintenance topics required for day-to-day maintenance operations. The pamphlet will provide guidance, assistance, and procedures to support Army units.

The Army Maintenance Standard is the foundation of the overall maintenance program. It is the required end-state for Army equipment, enabling Army combat and combat support forces to generate combat power to accomplish assigned missions. The pamphlet is to be used as a daily guidebook to the references, authorities, and principles of successful Army maintenance operations.

3. Command Responsibility:

- a. Ensure unit conducts -10 level PMCS and required services on all assigned vehicles.
- b. Ensure unit conducts required PMCS, and periodic services for all assigned equipment (e.g. weapons, masks, CBRN equipment).
- c. Maintain the required calibration standard for assigned equipment.

4. Point of Contact:

21st TSC G4 MAIT.

MAINTENANCE ASSISTANCE & INSTRUCTION TEAM (MAIT)

1. References:

- a. [AR 750-1](#), Army Material Maintenance Policy
- b. [AR 700-138](#), Army Logistics Readiness and Sustainability
- c. [AE SUP 1 AR 750-1](#), Army Materiel Maintenance Policy

2. Policy:

The G4 Maintenance Assistance Instruction Team is available to you the Company Command Team to help you resolve your maintenance related issues. The primary purpose of 21st TSC G4 MAIT is to upgrade Army materiel and units to a high state of readiness by providing effective and responsive assistance and instruction to units and activities. 21st TSC G4 MAIT is operated as a decentralized program. Upon conclusion of the visit, the MAIT chief conducts an informal review of the visit. The critique will cover the total scope of the visit and include problem areas, remedial action initiated or recommended, areas requiring follow-up and discussion with the unit commander for areas requiring external assistance. 21st TSC G4 MAIT provides semiannual overview briefings or published status reviews to Commander 21st TSC. Briefings may highlight significant problems encountered that apply command wide.

3. General Information:

G4 MAIT posted the following products and information in SHAREPOINT on the [21st TSC G4 MAIT Homepage](#).

- a. Arms Room Helpful Tools
- b. CBRN/NBC Helpful Tools
- c. COMMO Helpful tools.
- d. MAIT Bulletins/Guide
- e. MAIT Document Library
- f. MAIT Fact Sheets
- g. MAIT Helpful Links
- h. MAIT Trends Reports
- i. Maintenance Shop Operations
- j. Supply Room Helpful Tools
- k. User Level Maintenance
- l. Visit Schedule

4. Point of Contact:

21st TSC G4 MAIT.

MILITARY LICENSING

1. References:

- a. [AR 600-55](#), The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)
- b. [DA PAM 750-1](#), Commanders' Maintenance Handbook
- c. OF 346, U.S. Government Motor Vehicle Operator's Identification Card

2. General Information:

- a. Commanders will develop and publish guidance for interviewing and selecting driver candidates. Ensure vehicle and equipment operators are properly licensed and trained according to this regulation and other local requirements. Training will include driver responsibilities and Government liability, laws and regulations, vehicle inspection and maintenance, accident avoidance, environmental considerations, convoy operations, off-road operations, and all other topics necessary for safe and proficient military driving. Ensure all records and forms are maintained according to this regulation.
- b. OF 346 must be carried at all times when operating Government vehicles.

3. Command Responsibility:

Commanders must carefully screen, train, license, and supervise Soldiers and others who are selected as system operators, drivers, and users. Unit leaders and supervisors who employ and dispatch equipment systems in training and mission operations are also included in this group requiring command emphasis. Unit equipment is mission essential and requires that its operators be carefully trained, screened, and led.

4. Point of Contact:

21st TSC G4 MAIT.

PMCS – DA FORM 5988

1. References:

- a. [DA PAM 750-8](#), The Army Maintenance Management System (TAMMS) Users Manual
- b. [DA Form 2404](#), Equipment Inspection and Maintenance Worksheet
- c. [DA Form 5988](#), Equipment Inspection and Maintenance Worksheet

2. General Information:

DA Form 5988–E and DA Form 2404 have four major purposes. These forms are the central record for—

- a. Faults found during an inspection. These faults include PMCS, maintenance activity inspections, diagnostic checks, and spot checks, except as noted in paragraph 3–10c.
- b. Actions taken during unit/organizational level services for quality control.
- c. Faults and repairs required for estimated cost of damage reports.
- d. Battlefield damage assessment and repair (BDAR) performed.

3. Command Responsibility:

Commanders, leaders, and supervisors must emphasize the importance of establishing and implementing effective maintenance and supply procedures in all elements of Army battalions. In order to do this effectively, they must understand the relationship between the policies in Army regulations and the procedures in Army pamphlets and local SOPs.

4. Point of Contact:

21st TSC G4 MAIT.

Date: 20060511 EQUIPMENT MAINTENANCE AND INSPECTION WORKSHEET DA FORM 5988-E

WK4BNT A CO 440TH SIG BN

EQUIPMENT DATA

ADMIN NUM:	A6	EQUIP SERIAL NUM:	022575
EQUIP MODEL:	M998	REGISTRATION NUM:	NG2GUW
EQUIP NOUN:	TRK UTIL CGO 1.25T 4X4	TYPE INSPECTION:	DAILY
EQUIP NSN:	2320011077155		

	NUMBER	DATE	CHANGE NUMBER
PUBLICATION:	TM 9-2320-280-10	01/96	
PUBLICATION:	TM 9-2320-280-10	—/—	

INSPECTORS LIC #: _____ TIME: _____ SIGNATURE: _____ TIME: _____

PARTS REQUESTED

FAULT	DOC	NUM	NIIN	NOUN	QTY	STATUS	DATE	P D
					DUE/REC	DATE	COMP	R L
								I C
0500	3337	0275	005994230	GASKET	00001	-----	-----	12N
0500	3337	0277	008917826	SEAL PLAIN	00001	-----	-----	12N
0500	3337	0278	000902128	PACKING, PR	00001	-----	-----	12N
0500	3337	0279	007411081	FILTER ELE	00001	-----	-----	12N
0500	3337	0280	002855123	GASKET	00001	-----	-----	12N

MAINTENANCE FAULTS

ITEM NUM	FAULT DATE	FAULT STATUS	FAULT DESCRIPTION	CORRECTIVE ACTION	OPER HRS	LIC #
0142	20040081	/	TAILGATE BENT			
0143	20040802	/	TAILGATE CHAIN BRK.			
0159	20050511	—	LAST BRAKE TEST: 20050511			
_____	_____	—	_____	_____	_____	_____
_____	_____	—	_____	_____	_____	_____
_____	_____	—	_____	_____	_____	_____
_____	_____	—	_____	_____	_____	_____

Sample DA Form 5988-E

SAMS-E EDF TO PBUSE RECONCILIATION

1. References:

- a. [DA PAM 750-8](#), The Army Maintenance Management System (TAMMS) Users Manual
- b. ALARACT 165-2010, Ground Equipment Usage Reporting Requirements

2. Policy:

The bottom line up front is that every item that is loaded in SAMS-E should be in PBUSE; and every item in PBUSE that requires maintenance should be loaded in SAMS-E. Policy states in DA PAM 750-8, para 5-6c, and USAREUR ALARACT 165/2010 that units will ensure SAMS-1E and PBUSE data is synchronized for accuracy.

Note: All ALARACTs can be viewed via the [U.S. Army Human Resources Command – Tools & Applications Directory](#).

3. General Information:

- a. There is no automated tool within SAMS-E or PBUSE to reconcile SAMS-E EDF information with the property book; however, there are workarounds to assist in this reconciliation. The workarounds are posted on AKO at the following website: <https://www.us.army.mil/suite/files/22124294>.
- b. Contact 21st TSC G4 Maintenance and Supply branch for other automated options to reconcile SAMS-E and PBUSE.

4. Command Responsibility:

- a. Perform quarterly reconciliations between equipment data shown on the SAMS-E Equipment Data File (EDF) and equipment data shown on unit property books to ensure data synchronization and accuracy.
- b. Reconcile the PBUSE property book information with the TAMMS Equipment Data Base (TEDB) using the Ground Equipment Verifier in the Logistics Information Warehouse (LIW).

5. Point of Contact:

21st TSC G4 Maintenance and Supply Branch.

SERVICES

1. References:

- a. [DA PAM 750-1](#), Commanders' Maintenance Handbook
- b. [DA PAM 750-8](#), The Army Maintenance Management System (TAMMS) Users Manual

2. General Information:

Scheduled services are performed at the service interval required by the applicable technical publication. Because of competing mission requirements, units are authorized a 10 percent variance when performing scheduled services. Procedures to apply this variance are found in DA Pam 750-8 for ground equipment.

3. Command Responsibility:

A key point to remember here is that commanders must provide adequate time in training and operations schedules for Soldiers to perform PMCS.

4. Point of Contact:

21st TSC G4 MAIT.

USER LEVEL MAINTENANCE (ULM) TRAINING

1. References:

- a. [AE REG 350-1](#), Training in the Army in Europe
- b. [AE SUP 1 AR 750-1](#), Army Materiel Maintenance Policy
- c. [Policy Letter 14](#), Maintenance Operations and Procedures

2. Policy:

The Army requires Preventive Maintenance Checks and Services (PMCS) to be performed on all assigned equipment. Commanders at all levels must stress the importance of performing PMCS. All assigned equipment must be maintained to standards as outlined in references 1a through 1c above. The Army maintenance standard for PMCS is contained in the applicable -10 Technical manual. Your battalion should have a formal ULM Certification training program comprised of ULM instructors who have been certified by the 21st TSC Maintenance Assistance and Instruction Team (MAIT).

3. General Information:

A MOI is available on the [21st TSC G4 MAIT Homepage](#) with exact instructions on how to request a ULM CLASS from the 21st TSC G4 MAIT.

4. Point of Contact:

21st TSC G4 MAIT.

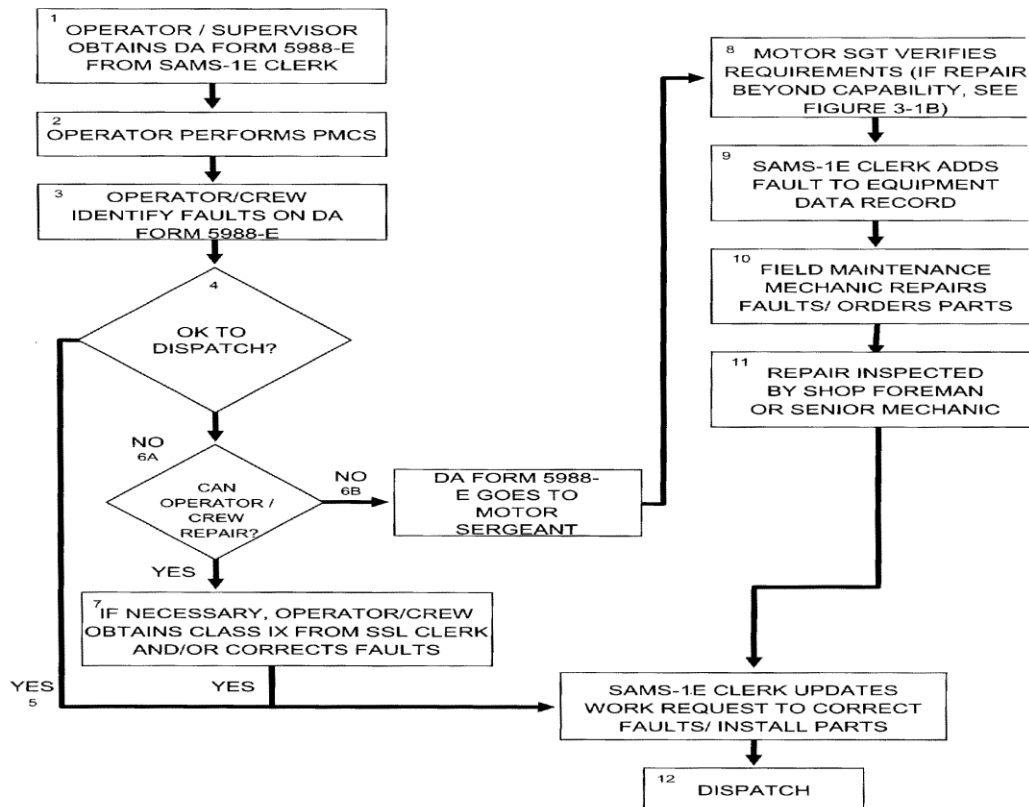
VEHICLE DISPATCH

1. References:

- a. [AR 750-1](#), Army Material Maintenance Policy
- b. [DA PAM 750-3](#), Soldiers' Guide for Field Maintenance Operations

2. General Information:

Dispatching is the method by which a commander controls the use of equipment. However, allowing equipment to be used carries with it the responsibility for both the equipment and the operator's safety. The commander must make sure that dispatching procedures are understood and followed. The commander appoints a responsible person to the duties of dispatcher. The person that is delegated as dispatcher is provided a password, and given access to SAMS-E. In the absence of the appointed dispatcher, the commander must authorize additional dispatchers in writing.



3. Point of Contact:

21st TSC G4 MAIT.

REFERENCES

ACRONYMS

AA&E	Arms, Ammunition, and Explosives
AAM	Army Achievement Medal
AAR	After Action Review
AC	Active Component
ACS	Army Community Services
AER	Academic Evaluation Report
AGR	Active Guard/Reserve
AKO	Army Knowledge Online
AMC	Army Material Command
AMEDD	Army Medical Department
APACS	Aircraft and Personnel Automated Clearance System
APC	Agency Program Coordinator
APFT	Army Physical Fitness Test
APRT	Army Physical Readiness Training Program
AR	Army Regulation
ARCOM	Army Commendation Medal
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ASAP	Army Substance Abuse Program
ASC	Army Sustainment Command
ASCC	Army Service Component Command
ATFP	Antiterrorism Force Protection
ATO	Antiterrorism Officer
AUTL	Army Universal Task List
AWCP	Army Weight Control Program
AWOL	Absent Without Leave
AW2	Army Wounded Warrior Program
BAH	Basic Allowance for Housing
BAS	Basic Allowance for Subsistence
BCKS	Battle Command Knowledge System
BDAR	Battle Damage Assessment and Repair
BDE CDR	Brigade Commander
BEQ	Bachelor Enlisted Quarters
BN CDR	Battalion Commander
BOQ	Bachelor Officer Quarters
CALL	Center for Army Lessons Learned
CATS	Combined Arms Training Strategy
CBRN	Chemical, Biological, Radiological, and Nuclear
CC	Company Command
CCI	Controlled Cryptographic Items
CDR	Commander

CG	Commanding General
CLEA	Combined Logistics Excellence Award
COLA	Cost of Living Allowance
COMMO	Communication
COMSEC	Communication Security
CONUS	Continental United States
CPI	Continuous Process Improvement
CRC	Case Review Committee
CSDP	Command Supply Discipline Program
CSF	Comprehensive Soldier Fitness
CSM	Command Sergeant Major
DA	Department of the Army
DA PAM	Department of the Army Pamphlet
DCO	Deputy Commander
DDUS	Date Departed United States
DEA	Deployment Excellence Award
DEOCS	Defense Equal Opportunity Climate Survey
DEOMI	Defense Equal Opportunity Management Institute
DEROS	Date Eligible Return from Overseas
DIF-BAH	Differential – Basic Allowance for Housing
DOB	Date of Birth
DoD	Department of Defense
DoD FCG	Department of Defense Foreign Clearance Guide
DoS	Department of State
DOTMLPF	Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities
DTMS	Digital Training Management System
DTS	Defense Travel System
DUI	Driving Under the Influence
EEO	Equal Employment Opportunity
EFT	Electronic Fund Transfer
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOR	Equal Opportunity Representative
EROD	Early Return of Dependents
ETS	Expiration Term of Service
FAP	Family Advocacy Program
FAPM	Family Advocacy Program Manager
FCP	Family Care Plan
FLIPL	Financial Liability Investigation of Property Loss
FM	Field Manual
FOI	Found on Installation
FRG	Family Readiness Group

FY	Fiscal Year
GAT	Global Assessment Tool
GCMCA	General Court Martial Convening Authority
GOMOR	General Officer Memorandum of Reprimand
GOSMC	General Officer Senior Mission Commander
GPC	Government Purchase Card
GS	General Support
HHG	House Hold Goods
HMMWV	High Mobility Multipurpose Wheeled Vehicle
HQ	Headquarters
HQDA	Headquarters Department of the Army
ICI	Initial Command Inspection
IET	Initial Entry Training
IG	Inspector General
JTR	Joint Travel Regulation
LIW	Logistics Information Warehouse
LOM	Legion of Merit Award
LSS	Lean Six Sigma
LTC	Lieutenant Colonel
MAIT	Maintenance Assistance and Instruction Team
MAL	Master Authorization List
MAJ	Major
MCCO	Meal Card Control Officer
MCM	Manual for Court Martial
MEB	Medical Evaluation Board
MEDPROS	Medical Protection System
METL	Mission Essential Task List
MILPER	Military Personnel
MMRB	MOS Medical Retention Board
MMRBCA	MOS Medical Retention Board Convening Authority
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MRT	Master Resilience Trainer
MSG	Master Sergeant
MSM	Meritorious Service Medal
MTF	Military Treatment Facility
MTOE	Modified Table of Organization and Equipment
NBC	Nuclear, Biological, Chemical
NET	New Equipment Training
NAF	Non-appropriated Funds
NCO	Noncommissioned Officer
NCOER	Noncommissioned Officer Evaluation Report
NG	National Guard

NGB	National Guard Bureau
NPD	No Pay Due
OCONUS	Overseas Continental United States
ODTA	Organizational Defense Travel Administrators
OE	Organizational Effectiveness
OER	Officer Evaluation Report
OHA	Overseas Housing Allowance
OIG	Office of the Inspector General
OIP	Organizational Inspection Program
ORSA	Operation Research/Systems Analysis
OSJA	Office of the Staff Judge Advocate
PBO	Property Book Officer
PBUSE	Property Book Unit Supply Enhanced
PCS	Permanent Change of Station
PEB	Physical Evaluation Board
PFC	Private First Class
PMCS	Preventive Maintenance Checks & Services
PMO	Provost Marshall Office
POC	Point of Contact
POV	Privately Owned Vehicle
PRT	Physical Readiness Training Program
RC	Reserve Components
RFI	Rapid Fielding Initiative
RMV	Registry of Motor Vehicle
SAMS-E	Standard Army Maintenance System – Enhanced
SAPR	Sexual Assault Prevention and Response
SAV	Staff Assistance Visit
SCI	Subsequent Command Inspection
SEA	Supply Excellence Award
SGT	Sergeant
SIK	Subsistence-in-Kind
SFAP	Soldier and Family Action Plan
SFC	Sergeant First Class
SHARP	Sexual Harassment / Assault Response and Prevention (SHARP) Program
SKN	Sustainment Knowledge Network
SOP	Standard Operating Procedures
SPC	Specialist
SPCMCA	Special Court Martial Convening Authority
SJA	Staff Judge Advocate
SSG	Staff Sergeant
STRAC	Standards in Training Commission
STT	Sergeant Time Training
TADSS	Training Aids, Devices, Simulators, and Simulations

TAMMS	The Army Maintenance Management System
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
TEDB	TAMMS Equipment Data Base
TIMIG	Time in Grade
TIS	Time in Service
TISA	Troop Issue Subsistence Activity
TMP	Transportation Motor Pool
TPU	Troop Program Units
TRiPS	Travel Risk Planning System
TSC	Theater Sustainment Command
UCFR	Unit Commander's Finance Report
UCMJ	Uniform Code of Military Justice
UJTL	Universal Joint Task List
UMT	Unit Ministry Team
USAR	United States Army Reserve
USAREUR	United States Army Europe
USR	Unit Status Report
VHA	Variable Housing Allowance
WTU	Warrior Transition Units

REGULATIONS

- AR 20-1, Inspector General Activities and Procedures
http://www.apd.army.mil/pdffiles/r20_1.pdf
- AR 25-1, The Army Information Systems Management Program
http://www.apd.army.mil/pdffiles/r25_1.pdf
- AR 27-10, Military Justice
http://www.apd.army.mil/pdffiles/r27_10.pdf
- AR 40-501, Standards of Medical Fitness
http://www.apd.army.mil/pdffiles/r40_501.pdf
- AR 58-1, Management, Acquisition, and Use of Administrative Motor Vehicles
http://www.apd.army.mil/pdffiles/r58_1.pdf
- AR 350-1, Army Training and Leader Development
http://www.apd.army.mil/pdffiles/r350_1.pdf
- AR 600-4, Remission or Cancellation of Indebtedness
http://www.apd.army.mil/pdffiles/r600_4.pdf
- AR 608-1, Army Community Service Center
http://www.apd.army.mil/pdffiles/r608_1.pdf
- AR 600-8-2, Suspension of Favorable Personnel Actions (FLAGS)
http://www.apd.army.mil/pdffiles/r600_8_2.pdf
- AR 600-8-8, The Total Army Sponsorship Program
http://www.apd.army.mil/pdffiles/r600_8_8.pdf
- AR 600-8-10, Leaves and Passes
http://www.apd.army.mil/pdffiles/r600_8_10.pdf
- AR 600-8-19, Enlisted Promotions and Reductions
http://www.apd.army.mil/pdffiles/r600_8_19.pdf
- AR 600-8-22, Military Awards
http://www.apd.army.mil/pdffiles/r600_8_22.pdf
- AR 600-8-24, Officer Transfers and Discharges
http://www.apd.army.mil/pdffiles/r600_8_24.pdf
- AR 600-9, The Army Weight Control Program
http://www.apd.army.mil/pdffiles/r600_9.pdf
- AR 600-15, Indebtedness of Military Personnel
http://www.apd.army.mil/pdffiles/r600_15.pdf
- AR 600-8-19, Enlisted Promotions and Reductions
http://www.apd.army.mil/pdffiles/r600_8_19.pdf
- AR 600-20, Army Command Policy
http://www.apd.army.mil/pdffiles/r600_20.pdf
- AR 600-29, Fund-Raising Within The Department Of The Army
http://www.apd.army.mil/pdffiles/r600_29.pdf
- AR 600-35, Relationships Between Soldiers of Different Ranks
http://www.apd.army.mil/pdffiles/p600_35.pdf

AR 600-60, Physical Performance Evaluation System
http://www.apd.army.mil/pdffiles/r600_60.pdf

AR 600-85, The Army Substance Abuse Program
http://www.apd.army.mil/pdffiles/r600_85.pdf

AR 600-100, Army Leadership
http://www.apd.army.mil/pdffiles/r600_100.pdf

AR 601-280, The Army Retention Program
http://www.apd.army.mil/pdffiles/r601_280.pdf

AR 608-18, Family Advocacy Program (FAP)
http://www.apd.army.mil/pdffiles/r608_18.pdf

AR 608-99, Family Support, Child Custody, and Paternity
http://www.apd.army.mil/pdffiles/r608_99.pdf

AR 623-3, Evaluation Reporting System
http://www.apd.army.mil/pdffiles/r623_3.pdf

AR 630-10, Absence Without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings
http://www.apd.army.mil/pdffiles/r630_10.pdf

AR 635-200, Active Duty Enlisted Administrative Separations
http://www.apd.army.mil/pdffiles/r635_200.pdf

AR 690-400, (Civilian Personnel) Chapter 4302 Total Army Performance Evaluation System
http://www.apd.army.mil/pdffiles/r690_400.pdf

AR 700-84, Issue and Sale of Personal Clothing
http://www.apd.army.mil/pdffiles/r700_84.pdf

AR 710-2, Supply Policy below the National Level
http://www.apd.army.mil/pdffiles/r710_2.pdf

AR 710-2-1, Using Unit Supply System Manual Procedures
http://www.apd.army.mil/pdffiles/p710_2_1.pdf

AR 735-5, Policies and Procedures for Property Accountability
http://www.apd.army.mil/pdffiles/r735_5.pdf

DA PAM 623-3, Evaluation Reporting System
http://www.apd.army.mil/pdffiles/p623_3.pdf

DoD Directive 1000.15, Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations
<http://www.dtic.mil/whs/directives/corres/pdf/100015p.pdf>

DoD Directive 1332.14, Enlisted Administrative Separations
<http://www.dtic.mil/whs/directives/corres/pdf/133214p.pdf>

DoD Directive 1332.30, Separation of Regular and Reserve Commissioned Officers
<http://www.dtic.mil/whs/directives/corres/pdf/133230p.pdf>

DoD 5500-7R, DOD Joint Ethics Regulation
http://www.dod.gov/dodgc/defense_ethics/ethics_regulation/

DoD Directive 6490.1, Mental Health Evaluations of Members of the Armed Forces
<http://www.dtic.mil/whs/directives/corres/pdf/649001p.pdf>

DoD Directive 6490.4, Requirements for Mental Health Evaluations of Members of the Armed Forces

<http://www.dtic.mil/whs/directives/corres/pdf/649004p.pdf>

DoD Directive 6495.01, Sexual Assault Prevention and Response (SAPR) Program

<http://www.dtic.mil/whs/directives/corres/pdf/649501p.pdf>

DoD Directive 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures

<http://www.dtic.mil/whs/directives/corres/pdf/649502p.pdf>

DoD Directive 7050.6, Military Whistleblower Protection

<http://www.dtic.mil/whs/directives/corres/pdf/705006p.pdf>

FM 6-22, Army Leadership (Counseling), Appendix B

https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm6_22.pdf

HQDA MSG, 151106Z APR 98, Subject: Inappropriate Use of Electronic Mail (e-mail)

<http://www.army.mil/ciog6/policy/docs/mail.txt>

HQDA MSG, 250838Z JAN 00, Subject: Army Policy on the Use of Web-Based or INTERNET Service

<http://www.army.mil/ciog6/policy/docs/WebBasedPolicy.txt>

Manual for Courts-Martial (2008)

<http://www.apd.army.mil/pdf/files/mcm.pdf>

MEDCOM Regulation 40-36, Medical Facility Management of Sexual Assault

[http://www.sexualassault.army.mil/files/R40-36 Medical Facility Management of Sexual Assault.pdf](http://www.sexualassault.army.mil/files/R40-36%20Medical%20Facility%20Management%20of%20Sexual%20Assault.pdf)

TC 3-22.20, Army Physical Readiness Training

https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/tc3_22x20.pdf

Title 10 United States Code, Section 654, Policy Concerning Homosexuality in the Armed Forces

http://uscode.house.gov/download/pls/Title_10.txt

ADDITIONAL WEBSITES

21st TSC

<http://www.21tsc.army.mil/>

21st TSC Phone Directory

http://www.21tsc.army.mil/TSB_directory.asp

Comprehensive Soldier Fitness (CSF)

<http://www.army.mil/csf/>

Continuous Process Improvement (CPI) and Lean Six Sigma (LSS)

<https://portal.eur.army.mil/sites/21tsc/support/leansixsigma/default.aspx>

<https://portal.eur.army.mil/sites/21tsc/support/leansixsigma/Lean%20Six%20Sigma%20Roles/Continuous%20Process%20Improvement.aspx>

Defense Finance and Accounting Service (DFAS)

<http://www.dfas.mil/>

DEOMI Organizational Climate Survey (DEOCS)

<http://www.deocs.net/public/index.cfm>

Europe Regional Medical Command – Military Treatment Facilities (MTFs)

<https://ermc.amedd.army.mil/MTF/index.html>

General Fund Enterprise Business System (GFEBS)

<http://www.gfebs.army.mil/>

HQDA Agencies on the Web

<http://www.hqda.army.mil/hqda/main/agencyList.asp>

U.S. Army Civilian Personnel Online (CPOL)

<http://www.cpol.army.mil/>

U.S. Army Europe (USAREUR)

<http://www.hqusareur.army.mil/>

U.S. Army Human Resources Command (USAHRC)

<https://www.hrc.army.mil/site/index.asp>

U.S. Army Institution

<http://www.army.mil/info/institution/>

U.S. Army References

<http://www.army.mil/info/references/>

U.S. Department of State, Travel Information

<http://travel.state.gov/>

U.S. European Command (EUCOM)

<http://www.eucom.mil/english/index.asp>

POINTS OF CONTACT

My Chain of Command and Peer Commanders/1SGs

RATER	CDR	1SG
SENIOR RATER	CDR	1SG

COMPANY NAME	COMMANDER /1SG NAME AND CONTACT INFO