



REPLY TO
ATTENTION OF

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

March 28, 2000

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Innovative Readiness Training (IRT)

I am forwarding for your implementation the Army's policy and procedures for IRT projects (Civil Military Programs), outlined at the enclosure, as described in the DoD Directive 1100.20, Support and Services for Eligible Organizations and Activities Outside the Department of Defense, dated January 30, 1997. Please ensure subordinate units or staff elements that plan, manage or execute IRT projects receive and adhere to this guidance.

The Army point of contact for this policy is Lieutenant Colonel John Sone, at (703) 692-4125, DSN 222-4125, or e-mail at John.Sone@HQDA.Army.mil.

Patrick T. Henry
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Enclosure

DISTRIBUTION:
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS
DIRECTOR, ARMY NATIONAL GUARD
CHIEF, ARMY RESERVE

COMMANDER
U. S. ARMY EUROPE AND SEVENTH ARMY
EIGHTH U. S. ARMY
U. S. ARMY SOUTH
U. S. ARMY FORCES COMMAND
U. S. ARMY MATERIEL COMMAND
U. S. ARMY TRAINING AND DOCTRINE COMMAND
U. S. ARMY CORPS OF ENGINEERS
U. S. ARMY PACIFIC
U. S. ARMY MEDICAL/SURGEON GENERAL
U. S. ARMY MILITARY DISTRICT OF WASHINGTON

CF:
OASD(RA)

HQDA POLICY FOR INNOVATIVE READINESS TRAINING

POLICY. IRT projects can create excellent partnerships between the requesting community organizations and the military. This training mission alternative for meeting mobilization readiness requirements can enhance morale and contribute to military recruiting and retention.

However, the primary goal of IRT is to accomplish military readiness training. Benefits to the community must be incidental. Therefore, units of the Army may be used to assist eligible organizations and activities in addressing community and civic needs of the United States, its territories and possessions and the Commonwealth of Puerto Rico when such assistance is incidental to military training and is authorized by law. Commanders must ensure that IRT does not result in task over-training.

Support and services provided shall protect military readiness, avoid competition with the private sector, and be coordinated with other Services and Army components to avoid duplication. Assistance may be provided if requested by an official of an eligible organization as specified by Section 508, Title 32, United States Code, the assistance is not available from a commercial entity, the support accomplishes mission essential training requirements that prepare Army units for operations in support of the National Military Strategy, the support provided is related to an individual soldier's military occupational specialty (MOS), and the support does not result in an increase in the cost of training. IRT projects will be planned events that are incorporated into future unit training plans and budgets and should not increase the cost of unit training.

The requirement that unit assistance accomplish a mission essential training requirement does not apply where the assistance to be provided consists primarily of military manpower and the total amount of assistance does not exceed 100 man hours. In these instances, most manpower requests will be met by volunteers, and any assistance other than manpower will be extremely limited. Army vehicles may be used, but only to provide transportation of personnel to and from the work site. The use of Army aircraft is prohibited

GUIDANCE. Commanders exercising approval authority must ensure that IRT requests comply with the guidance provided in Section 2012, Title 10, United States Code, DOD Directive 1100.20, and the following DOD implementing guidance memoranda: subject: Policy Memorandum for Department of Defense (DoD) Innovative Readiness Training (DoDD 1100.20), dated August 21, 1998 (Tab A); and subject: Support and Services for Eligible Organizations Outside the Department of Defense, dated July 13, 1999 (Tab B).

IRT REQUESTS THAT REQUIRE APPROVAL BY OASD (RA). IRT projects requests that: (1) seek additional funding from OSD; and/or (2) seek support or services for any non-governmental organization (Federal, regional, state or local) which are not youth/charitable organizations specified in 32 USC 508, or (3) seek to reallocate IRT funds to another IRT project require OASD (RA) approval. MACOMs will revalidate annually all ongoing IRT requests that require approval by OASD (RA) to ensure compliance with Office of the Assistant Secretary of Defense for Reserve Affairs (OASD/RA) policy and guidance. Major Army Commands (MACOMs) will do this by submitting the approved IRT request with any changes that may have occurred during the fiscal year, through this office to OASD (RA). Additionally, MACOMs will forward requests for Civil Military Programs received directly from requestors for proposals which lack a military unit sponsor.

APPROVAL AUTHORITY OF ARMY FUNDED IRT PROJECTS NOT REQUIRING OASD (RA) APPROVAL. The authority to approve IRT projects submitted by qualifying non-DOD entities under Section 2012, Title 10, United States Code, and DOD Directive 1100.20 (i.e., Federal, regional, state, or local governmental entities, or youth/charitable organizations specified in 32 USC 508), is delegated to commanders of Major Commands (MACOMs). To streamline the approval process, the Army National Guard and Office, Chief Army Reserve will be considered MACOMs for approval and reporting of Reserve Components IRT projects. Approval authority may be further delegated to commanders of major subordinate commands, but may not be delegated further.

PROCESSING OF IRT PROJECT REQUESTS THAT ARE ARMY FUNDED AND DO NOT REQUIRE OASD (RA) APPROVAL. All IRT projects must be requested in writing, reviewed for full compliance with appropriate guidance, and approved in advance of initiation by the approval authority. Tab A contains the forms required to request IRT project approval. IRT packages require review and endorsement by the Staff Judge Advocate/Legal Officer; U. S. Property and Fiscal Officer or Federal Budget Officer; and Plans, Operations and Training officials. Additional endorsements may be required, when applicable, from medical, nursing, or dental officials; adjutant general of the project state; or inter-governmental agencies. Each packet must also include a cost analysis of the proposed project identifying the total program cost for each project, including costs that are borne by the military departments from their own accounts and those costs borne by defense wide accounts. The requesting commander must certify that the project will not increase the cost of the training above the amount the event would cost if it were conducted independent of an IRT project. All IRT submission packets must be approved by a general officer.

OASD(RA) requires that all IRT projects be tracked. Therefore, MACOMs will maintain a tracking log for all IRT approved at the MACOM or lower level, by fiscal

year. MACOMs will provide a copy of this log to OASA(M&RA) electronically upon request.

AFTER ACTION REPORTS/OTHER REQUIRED REPORTS. An After Action Report (AAR) must be completed for every IRT project. Forward all AARs through the chain of command and this office to OASD (RA) within 60 days of the project's completion. Follow the format in paragraph G of the OASD (RA) guidelines (Tab A). The mailing address for this office is: The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR-RAMRT, 111 Army Pentagon, Washington, DC 20310-0111. Additionally, the Army National Guard and Office, Chief Army Reserve will provide IRT approvals and AARs to Forces Command (FORSCOM), U. S. Army Pacific (USARPAC), or U. S. Army Special Operations Command (USASOC) as appropriate. In keeping with their training readiness oversight responsibilities as force providers and to ensure the Army is meeting the intent of Congress and the Department of Defense, FORSCOM, USARPAC, and USASOC will report to this office by September 30th each year an evaluation of the value of the training received by Army units and individuals conducting IRT projects. This office will use those reports to provide feedback, guidance, and policy.

ARMY FUNDED IRT PROJECTS CROSSING MULTIPLE YEARS THAT DO NOT REQUIRE OASD (RA) APPROVAL. Multiple IRT project requests may be packaged as a single IRT project and receive one approval when the request is from single organization and the support that will be provided comes from a single approval authority.

ARMY FUNDED MULTIPLE IRT PROJECTS THAT DO NOT REQUIRE OASD (RA) APPROVAL. A single approval is required for multiple IRT projects from a requesting organization that uses the same unit of the same training requirement. The units will submit an AAR after completion of each project. The requesting authority will revalidate the project before the beginning of each new fiscal year, and specifically address any changes to (1) eligibility of the requesting organization, (2) environmental considerations, and (3) statements of non-competition.

ARMY FUNDED LONG-TERM ASSOCIATION WITH QUALIFYING NON-DOD AGENCIES. Units may execute a memorandum of understanding (MOU) with qualified non-DOD Agencies for an extend period of time provided that (1) the MOU includes as an enclosure the "Request for Approval to Conduct the Following Civil-Military FYXX Training," (2) the unit submits an AAR after the completion of each project, and (3) the requesting unit revalidates the project before the beginning of each new fiscal year addressing eligibility of requesting organizations, environmental considerations and statements of non-competition.

Enclosures



RESERVE AFFAIRS

ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1500

21 AUG 1998

**MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER, RESERVE AFFAIRS, INSTALLATIONS &
ENVIRONMENT)**

SUBJECT: Policy Memorandum for Department of Defense (DoD) Innovative Readiness Training (DoDD 1100.20, "Support and Services for Eligible Organizations Outside the Department of Defense.")

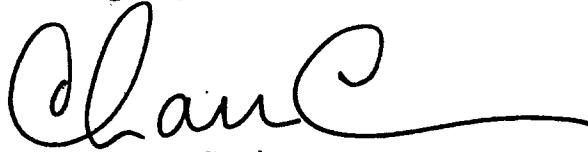
This policy memorandum outlines the Department Guidelines for the Innovative Readiness (IRT) Program for FY 99 and beyond. As you are well aware, this program offers invaluable opportunities for our military units and individuals to conduct readiness training that enhances relationships with local civilian communities and offers real-world training situations.

The March 12, 1998 Government Accounting Office (GAO) report titled, "Civil Military Programs: Stronger Oversight of the Innovative Readiness Training Program Needed for Better Compliance" (GAO Code 703219/OSD Case 1534) made the following recommendations to the Department IRT program: stronger adherence to oversight procedures already in place is needed; modifications to those procedures are necessary, and more specific guidance on determining training cost should be established.

In accordance with the implementing language for IRT (Title 10 U. S. Code, Section 2012, "Support and Services for Eligible Organizations and Activities Outside Department of Defense"), the provision of assistance will not result in a significant increase in the cost of the training. Therefore, each Service and Component will account for total project costs of every IRT project, in After Action Reports submitted through command channels to OASD/RA. In addition, each Service and Component is responsible for determining if participation in an IRT project will significantly increase the cost of that training.

The attached DoD Directive, guidelines, project submission form, and Service/Component Cover letter establish the policy for ensuring that your IRT program is in concert with the GAO recommendations.

The Innovative Readiness Training Program provides valuable training opportunities for your commands. Your continued support of the program will ensure its success. If you have any questions, please contact me or my program manager, Col Diana Fleek at (703) 693-8618 (DSN 223), Fax (703) 697-6072, or email: dfleek@osd.pentagon.mil.

A handwritten signature in black ink, appearing to read 'Clan', with a long horizontal flourish extending to the right.

Charles L. Cragin
Acting

Attachments:
As stated

cc:
Mr. Smyser, DoD General Counsel

SUBJECT: Innovative Readiness Training (IRT) Program Guidelines from the Office of the Assistant Secretary of Defense for Reserve Affairs

General

These guidelines apply to any IRT project conducted under the authority of Section 2012 of Title 10, U.S. Code and DoD Directive 1100.20, dated January 30, 1997. A General/Flag Officer level signature is required on all project submissions. Each State and Organization have unique and specific legal requirements, therefore a legal review must be accomplished for each project to ensure that these legal requirements are satisfied. DoD and military leadership must ensure that they afford only the best support and services to the civilians they serve.

A. PROGRAM TITLE: Civil-Military Innovative Readiness Training (IRT). This program is a partnership between requesting community organizations and the military, therefore resource support is a "shared" responsibility. Individual IRT Projects provide commanders another option to meet their mobilization readiness requirements, enhancing morale and contributing to military recruiting and retention. As in overseas deployments, these projects should be incorporated into future unit training plans and budgets.

B. FUNCTIONAL AREAS: Engineering, Medical/Healthcare/Human Services, Transportation

C. AUTHORITY: Department of Defense Directive 1100.20, " Support and Services for Eligible Organizations and Activities Outside the Department of Defense," January 30, 1997.

D. TERM AND CONDITIONS: Approval to execute these projects is based on the following terms:

All IRT project submissions shall: [Note the following 9 factors cover both guidelines (1-4) and requirements (5-9)]

1. Consist of activities **essential** to the accomplishment of military readiness training and offer **incidental** benefits to the community in which the training activities occur.
2. Provide support and services that: (a) in the case of assistance by a unit, will accomplish valid unit training requirements; and, (b) in the case of assistance by an individual member, will involve tasks directly related to the specific military occupational specialty of the member and fall within the member's scope of duties.
3. Be conducted in a Federally-funded training status under Title 10 or Title 32, U.S.C. **NOTE:** The Federal Tort Claims Act applies to personnel operating within the scope of his or her duty for approved IRT projects for members in Title 10 or Title 32 status.
4. Not endorse, or favor any non-governmental entity (whether profit or non-profit), commercial venture, religion, sect, religious or sectarian group, or quasi-religious or ideological movement.
5. Identify a military officer responsible for conducting each project who will be responsible for:
 - (a) Obtaining all required documents for package submission, and
 - (b) Coordinating with other Service/Component POCs participating in the project (to include gathering final project costs for After Action Reports).
6. Include certification of non-competition with other available public and private sector service organizations.
7. Include review and endorsement by the military:
 - (a) Staff Judge Advocate/Legal Officer

(b) United States Property and Fiscal Officer (USPFO) or Federal Budget Officer responsible for obligating and disbursing federal funding to verify that:

[1] supplies and equipment items are on the GSA schedule or local purchase and that the prices are fair and reasonable

[2] estimated cost for each project is delineated by Operation and Maintenance (O&M) and Pay and Allowances (P&A) for each Service or Component participating

[3] fiscal accountability be in accordance with current comptroller directives

(c) Plans, Operations and/or Training officials

(d) Medical, Nursing, or Dental officials (if applicable) for regulation compliance

(e) Adjutant General of the project state(s)

(f) Inter-governmental agencies (if applicable)

8. Include (if applicable):

(a) Appropriate Environmental Protection Documentation

(b) Coordination with the Army Corps of Engineers

(c) Land Use Agreements

9. Identify emergency evacuation of civilians (if applicable) by other than military vehicles, except in the event of a life threatening emergency or other exigent circumstance as authorized by Military Service Regulation.

All Medical IRT project submissions shall:

1. Identify the Federal, regional, state, or local governmental Civilian Health Organization (CHO) governing entity that agrees to all medical/healthcare procedures and activities performed by military personnel. The CHO shall conform to all applicable federal, state, and local laws that regulate healthcare delivery within the state or territory, and all state practice acts specific to the participating healthcare professionals. Military personnel shall follow the military regulations specific to the healthcare professionals participating, however, if there is a difference between the state practice acts and military regulations, the strictest application shall apply to the military healthcare personnel participating.

The CHO Lead is to provide an on-site supervisor for each exercise.

(a) The CHO shall certify that these projects:

[1] Accommodate an identified **underserved healthcare need** that is not being met by current public or private sector assistance.

(The CHO shall provide a description of the criteria they use to identify the medically underserved community and the specific services they require.)

[2] Are provided in a manner that does not compete with private sector medical/dental/healthcare assistance in the underserved area.

(b) The CHO verifies and documents the responsible agent (whether military or civilian) ensuring compliance for each operational site for the following:

[1] Medical waste handling and disposal

[2] Clinical Laboratory Improvement Act (CLIA)

[3] Credentialing/Privileging of Military Health Care Providers to include Basic Life Support and, if applicable, Advance Trauma/Cardiac requirement - The strictest requirement applies [4] Emergency evacuation of a "real Life incident"

[5] Follow-up care of patients for continuity of care

[6] Handling of patients' records for continuity of care and privacy act issues

2. Be conducted when all participating military personnel:

(a) In direct contact with the patient population, use universal body substance isolation precautions as developed by the Center for Disease Control and Occupational Safety and Health.

(b) Have completed required immunizations (to include the Hepatitis B series) IAW their service regulations.

(c) Have a current negative Human Immunodeficiency Virus (HIV) test IAW their service regulations.

E. PROGRAM MANAGEMENT: The DoD program sponsor is the Office of the Assistant Secretary of Defense for Reserve Affairs, responsible for policy and guidance oversight.

1. OASD/RA will not approve incomplete package submissions.

2. Organizations may not conduct projects without OASD/RA approval.

3. OASD/RA will provide Memorandums of Agreement (MOAs) to organizations at the beginning of each FY after overall project approvals.

F. FUNDING AND COST ACCOUNTING:

1. OASD/RA may allocate supplemental funds to Service and Component Fiscal Points of Contact (POCs).

2. Project Lead Agents are responsible for **identifying all funds and Fiscal POCs** to receive the funding.

(NOTE: Services and Components cannot transfer the OASD/RA programmed MILPERS funding from one Service/Component to another, therefore OASD/RA must be able to program to the correct source at the start of the fiscal year)

3. Project Lead Agents are responsible for reporting **total project cost** to OASD/RA, using **After Action Reports (AARs)** as described, below.

4. Services and Components are responsible for identifying a procedure that determines whether conducting the IRT project causes a "significant increase in the cost of training " (DoDD1100.20, para D4b(3)).

G. AFTER ACTION REPORTS FOR OASD/RA

1. Forward to OASD/RA no later than 60 days after project completion.
2. Participating units shall forward their AAR information to project Lead Agents no later than 30 days after project completion.
3. Use the following format for mandatory information:

(a) Identify project name with location(s) and date(s).

(b) Identify the number of military participants in each grade category by Service/Component and Unit. For example:

| Grade Category | Service/Component | Number of Participants | Unit(s) |
|-----------------------|--------------------------|-------------------------------|----------------------|
| Enlisted | AFRC | 20 | Red Horse |
| Officer | MARFORRES | 2 | 4 th FSSG |

(c) Identify the type of service(s) with numerical data. For example:

| Type of Service | Numerical Data |
|-----------------------------|-----------------------|
| Water Transportation, LCM-8 | # of hours logged |
| Airlift by Aircraft | # of hours logged |
| Dental | # of patients |

(d) Identify all fiscal obligations (O&M and P&A) used to support the entire project. Delineate OASD/RA funding obligations from Service/Component funding obligations.

(e) Include any media/public affairs activities and community, state, or congressional involvement.

(f) Include any other relevant information.

H. DOWNLOAD FILES:

- FY99 Guidelines
- Sample Chief Cover Letter
- Service IRT Request Form

I. POINT OF CONTACT:

The OASD/RA POC for IRT is Colonel Fleek at:
(703) 693-8618
DSN 223-8618



RESERVE AFFAIRS

ASSISTANT SECRETARY OF DEFENSE
1500 DEFENSE PENTAGON
WASHINGTON, DC 20301-1500

P 8 JUL 1998

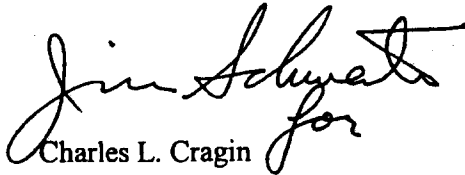
MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER &
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER, RESERVE AFFAIRS, INSTALLATIONS &
ENVIRONMENT)

SUBJECT: Policy Memorandum for Department of Defense (DoD) Innovative Readiness
Training (DoDD 1100.20, "Support and Services for Eligible Organizations Outside
the Department of Defense.")

This policy memorandum supplements the August 21, 1998, policy memorandum (same
subject) and specifically outlines several Department procedural guidelines for the Innovative
Readiness Training (IRT) program (attached). Please ensure that this memorandum has the
broadest possible dissemination prior to this year's August 31 deadline for the submission of
project proposals for fiscal year 2000.

In addition, I would like to recognize the efforts of the Air Force team for the timely
publication of AF Instruction 36-2250 (Civil-Military Innovative Readiness Training, March 1,
1999) – a job well done! DoDD 1100.20 (January 10, 1997) requires the military departments to
promulgate guidance consistent with this directive.

As you are aware, the Innovative Readiness Training program provides valuable training
for your commands, and your support of the program ensures continued success. If you have any
questions, please contact my program manager, Col Diana Fleek at (703) 693-8618 (DSN 223),
Fax (703) 697-6072, or email: dfleek@osd.pentagon.mil.


Charles L. Cragin
Acting

Attachment:
As stated

cc:
Mr. Smyser, DoD General Counsel

Tab B



**DEPARTMENT OF DEFENSE INNOVATIVE READINESS TRAINING (IRT)
POLICY MEMORANDUM**

Eligible Entities (10 U.S.C. 2012(e)(3))

- Before ASD/RA designates any organization eligible to receive support and services, a service or component must submit a complete IRT package and OSD General Counsel must find the proposal without legal objection.

-- Packages must include the organization's bylaws and evidence of the organization's non-profit tax status. Tax documents that are more than 10 years old must have a re-certification letter.

-- ASD/RA designation letters will specify the fiscal year for which the project is approved and project name(s).

- ASD/RA may request that the Inspector General designate the IRT program as "high risk", vulnerable to fraud, waste and abuse. Such a request may result in an investigation or audit of the program.

IRT Operations & Maintenance (O&M) Funding Expenditures

- IRT O&M funds are authorized for expendable readiness training items only. They may include, but are not limited to: fuel; equipment lease; travel; training supplies; and incidental costs to support the training not normally provided for a deployment.

-- IRT O&M funds are not authorized for the payment of civilian manpower contracts (i.e., contracting a civilian labor force to perform duties related to readiness training activities).

IRT O&M Funded Equipment and Related Item Accountability

- IRT project managers are solely responsible for establishing life-cycle equipment management, maintaining property books, and making the final disposition of all equipment and related items after completion of the project.

-- Project managers should establish procedures that allow surplus items to be recycled through other IRT program offices for continued use within the IRT program.

- Project managers will submit equipment listings to OASD/RA upon request.

Submission of Packages Requesting IRT Funding

- IRT program managers shall submit project packages that request IRT funds for the next fiscal year to arrive at OASD/RA no later than 31 February each year, beginning with FY01 submissions.

-- The service or component chief must endorse these packages annually, stating that there is no significant increase in training costs associated with the conduct of the projects.

-- Lead agents for multi-service projects (e.g., Task Force Grizzly, REEF-EX, Operation Alaskan Road) must ensure that participating units submit requests through their chain of command prior to authorizing those units to train.

--- All units participating in multi-service projects (see above examples) will follow these guidelines even if they are not requesting additional funding from OASD/RA.

Submission of Packages Requesting Authorization Without Additional Funding

- IRT program managers may submit projects that do not request additional funding beyond that already approved from OASD/RA through their chain of command anytime throughout the year.

-- These project submissions must have flag or general officer signature but do not require the service or component chief endorsement cover letter.

- All project submissions must include service or component contributions in O&M and P&A amounts until units submit specific after action reports.