

20 July 2010

Training

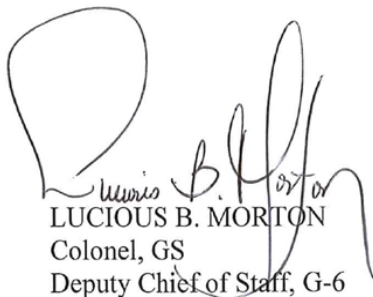
**DRILL SERGEANT PROGRAM**

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FOR THE COMMANDER:

OFFICIAL:

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**History.** This regulation is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

**Summary.** This regulation prescribes policies and procedures and establishes responsibilities for managing the Drill Sergeant Program (DSP).

**Applicability.** This regulation applies to all Centers of Excellence; activities authorized drill sergeants; U.S. Army Reserve (USAR) Training Command (Initial Entry Training); active Army and USAR Drill Sergeant Schools.

**Proponent and exception authority.** The proponent of this regulation is U.S. Army Training and Doctrine Command (TRADOC) Deputy Commanding General for Initial Military Training (DCG-IMT) (ATCG-MT). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority in writing, to a division chief with the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. The commander or senior leader of the requesting activity will endorse all waiver requests before forwarding them through higher headquarters to the policy proponent.

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\*This regulation supersedes TRADOC Regulation 350-16, dated 20 March 2008.

**Management and control process.** This regulation contains management control provisions in accordance with [AR 11-2](#), but it does not identify key management controls to evaluate.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without approval from TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651.

**Suggested improvements.** Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

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

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## Summary of Change

TRADOC Regulation 350-16  
Drill Sergeant Program

This rapid action revision, dated 20 July 2010-

- o Throughout document, replace "Wellness" with "Resiliency."
- o Replaces "Commander U.S. Army" and "USATC and Fort Jackson" with "TRADOC Deputy Commanding General for Initial Military Basic Combat Training Center of Excellence, (DCG-IMT) (ATCG-MT) (para 1-4.c).
- o Replaces "Army Training Center" replaced with "Center of Excellence" (para 1-4.e).
- o Removes "Manage the DSS IAW TRADOC Reg 350-70, this regulation, the TRADOC DSSC approved courseware (lesson plans, course management plan, student evaluation plan, test administration guidance, and course map), and the POI" (para 1-4.e(5)).
- o Removed "Conduct an annual internal evaluation of the DSS IAW TRADOC Reg 350-70, paragraph 3-3b" (para 1-4.e(6)).
- o Replaces "USAR training commands (Individual Entry training) will" with "108<sup>TH</sup> Training Command, IET (USAR) will" (para 1-4.f).
- o Adds "Maintain student attendance by using the ATRRS class roster (R2) or TRADOC attendance record TRADOC Form 270-R-E IAW TR 350-18" (para 1-4.g(2)).
- o Changes to read "TRADOC DCG-IMT (ATCG-MT) approves the DSSC. All changes or deviations to the DSSC require the written approval of the TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651" (para 2-3.a).

- o Replaces "USATC" with "TRADOC DCG-IMT (ATCG-MT)" (para 2-3.b).
- o Changes to read "DSS commandants will monitor the execution of the DSSC and report candidate attrition during each class on TRADOC Form 350-E. Instructions for completion are on the second page of the form (AA only). DSS commandants will also conduct a complete review of any course with an overall attrition over 12 percent to determine the cause(s). This review is a tool for quality control and product improvement; do not use the attrition rate as an attempt to lower the standards. Forward the review analysis (with TRADOC Form 350-E) to Director, Basic Combat Training, Doctrine and Training Development (ATZJ-DTD), 4325 Jackson Blvd, Fort Jackson, SC 29207-5315" (Para 2-3.d).
- o Replaces "Not (at any time)" in line one, deletes "furthermore, do not use" in line four with "Never place the DSC in positions that allow total control of and require the DSC to assume responsibility for IET Soldiers. This includes, but is not limited to, counseling Soldiers, or acting in the capacity of primary instructor. DSCs may be permitted to march Soldiers in formation under the supervision of their DS sponsor. DSCs may accompany a DS (sponsor) in the performance of following duties:" (para 2-7.b(2)).
- o Replaces "Commander, USATC and Fort Jackson (ATZJ-CG), 4325 Jackson Blvd, Fort Jackson, SC 29207-5315" with "Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315" (para 2-13.c).
- o Changes to read "DSS Commandant, Deputy, DSLs and DSs will wear the blue physical training reflective vest. A white name tape with black block letters ( IAW AR 670-1, one-inch wide name tape with ¾ inch high black block letters) will be worn on the front and back of the reflective vest (centered on the first row of reflective tape). DSCs receive the vest upon graduation from DSS to ensure uniformity" (Para 2-16.f).
- o Replaces "Commander, USATC and Fort Jackson" with "TRADOC DCG-IMT, through the DSPP" (para 3-1).
- o Changes to read "The TRADOC DCG-IMT QAO reports directly to the TRADOC DCG-IMT with the autonomy and credibility needed to function as the eyes and ears of the TRADOC DCG-IMT. The TRADOC DCG-IMT QAO (DSPP) will" (para 3-2).
- o Replaces "U.S. Army Accession" with "TRADOC DCG-IMT" (para 4-3.d).
- o Replaces the word "do" with "does" and adds subparagraphs a, b, c, and d (para 5-1).
- o Changes to read "USAR DSs will have served a minimum of 12 months as a certified DS, in a valid DS position and completed a minimum of two complete AT periods as a DS in the IET environment prior to being eligible for consideration for assignment as a DSL" (para 6-1.b(5)).
- o Replaces "Request each DSLC's certificate of training. The commandant will submit a memorandum, with name, grade, and start/finish dates of the certification training to the Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315," with "Request for DSL certificate of training. The commandant will submit a

memorandum requesting a certificate of training once a DSLC completes all required training. The request will include name, grade, and start/finish dates of the certification training. A complete copy of the DSLC certification packet will accompany the request. This request and all required documentation will be sent to the Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315" (para 6-2.a(4).

- o Changes "47" to "54" referring to training days (para 6-2.b).

- o Adds DSLCs must complete the following for certification: (para 6-2.d).

- (1) Qualify for award of SQI-8 (upon completion of all Army Basic Instructor Course requirements).

- (2) Small Group Instructor Training Course.

- (3) Renew the instructor certification if the instructor has not taught within 3 years.

- (4) Combat lifesaver certification.

- (5) Modern Army Combatives certified (minimum skill level 1).

- o Adds Evaluation of drill and ceremonies testing/grading procedures (para 6-2.e).

- (1) First, the DSLC will observe the testing procedures of their mentor.

- (2) Next, the DSLC will simultaneously evaluate a DS candidate with the mentor as the primary grader.

- (3) The DSLC will conduct three MOI evaluations (talk-through, by the numbers, and step-by step) and will receive counseling and feedback from the DSL on their grading procedures.

- (4) Use the DSLC as a primary instructor after conducting counseling for that method of instruction.

- (5) Evaluation of the methods of instruction and instruction in small group concept. Prior to their use as a primary instructor, the DSLC must complete certification; however, the DSLC may present drill and ceremony modules and demonstrations. The CI or the senior drill sergeant leader in the absence of the CI (with all available DSLs forming the class) will evaluate the DSLC's presentation ability on a tactics, PRT, navigate IET leadership challenges and human relations lessons. These presentations will be the last task to be completed in DSL certification. The CI/SDSL will select the lesson the DSLC will present, providing ample time to prepare for instruction. The CI/SDSL will document all evaluations on TRADOC Form 369-E (DSS Cadre Evaluation Sheet). Use the DSLC as an instructor only after the DSLC receives a "GO" rating on TRADOC Form 369-E for that series of instruction. Never leave a DSLC instructing a class without a certified DSL present.

- o Adds "Note: IAW Health Insurance Portability and Accountability Act (HIPAA), do not disclose information derived directly from Soldier's medical records" (para B-1.0).
  - o Inserts after second sentence "All personnel, sergeant through sergeant first class, who complete the U.S. Army Drill Sergeant School are awarded skill qualification identifiers "X" (Drill Sergeant) and "8" (Instructor) (para 2-1b).
  - o Changes the sentence to read "All United States Army Reserve personnel, sergeant through sergeant first class, who complete drill sergeant school and are assigned to a training unit, are awarded skill qualification identifiers "X" and "8"(para 2-2b).
  - o Adds to the end of the first sentence "however; effective 1 October 2009, the time in service, waiver will be deleted and the time in service, requirement will increase to 4 years" (para 2-2d(1)).
  - o Includes administrative updates to include references, uniform resource locations, acronyms, terms, tables, and figures.
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## **Chapter 1**

### **Introduction**

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

This regulation establishes objectives, policies, and responsibilities for training and use of personnel in drill sergeant (DS) positions and drill sergeant candidate (DSC) status for the active Army (AA), the United States Army Reserve (USAR), and Army National Guard (ARNG) as prescribed by the U.S. Army Training and Doctrine Command (TRADOC).

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

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

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

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

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

- a. The U.S. Army Human Resource Command (HRC), DS Branch, is responsible for—
  - (1) Developing assignment policy for DSCs and DSs.
  - (2) Serving as the approval authority for DS application requests.
  - (3) Approving third-year DS extensions.
  - (4) Managing the number of DSs needed to support the AA's worldwide mission.
  - (5) Coordinating with career management field (CMF) personnel proponent offices regarding DS ratios concerning their CMFs, while establishing a reasonable treatment policy to task for DSs.
  - (6) Conducting background screenings for all DSCs and noncommissioned officers (NCOs) assigned as platoon sergeants in the training base to include AA, USAR, and ARNG.
- b. Headquarters (HQ), TRADOC.
  - (1) Deputy Chief of Staff, G-1/4 will—
    - (a) Coordinate with HRC to ensure DSC selection for personnel fills of AA DS positions.
    - (b) Establish female requirements for DS ratios and military occupational specialty (MOS) structure in basic combat training (BCT) and one station unit training (OSUT).
    - (c) Respond to requests for exceptions to policy on the assignment and use of DSs.
  - (2) Deputy Chief Staff, G-3/5/7 in conjunction with the drill sergeant program proponent (DSPP), will coordinate the annual training (AT) requirements (via the Army Training Requirements and Resource System (ATRRS)) for the AA Drill Sergeant Schools (DSS) in coordination with HRC and TRADOC schools.



(3) TRADOC DCG-IMT will conduct the annual Drill Sergeant of the Year (DSOY) Program competition in accordance with (IAW) [chapter 4](#) of this regulation.

c. TRADOC DCG-IMT, (ATCG-MT), through the DBCT (DSPP), as the TRADOC DSPP will-

(1) Write, update, and approve the content of this regulation.

(2) Manage the creation, maintenance, conduct, and execution of the Drill Sergeant School Course (DSSC) and Drill Sergeant Recertification Course (DSRC) programs of instruction (POI) IAW [Army Regulation \(AR\) 350-1](#) and [TRADOC Regulation \(Reg\) 350-70](#) to meet the criteria of the Army's accreditation standards.

(3) Identify the critical tasks that must be performed by the DS and provide quality control and standardization of DSSs.

(4) Serve as the proponent for the skill qualification identifier (SQI) "X."

(5) Design and develop the DSSC and DSRC to provide efficient and effective learning and establish certification of personnel as a drill sergeant leader (DSL) IAW [chapter 6](#) of this regulation.

(6) Approve all learning material and conduct training assistance visits to AA and USAR DSSs IAW [TRADOC Reg 350-70](#) and [chapter 3](#) of this regulation.

(7) Respond to requests for exceptions to policy this regulation establishes, excluding those pertaining to personnel actions.

(8) Conduct internal and external evaluations and apply results to improve the provided education and training. Establish criteria and approval authority for DSPP to accredit DSSs and report findings to the TRADOC DCG-IMT Quality Assurance Program.

(9) Establish a requirement to provide a cadre/DS resiliency program.

(10) Produce student performance measurements/tests IAW [TRADOC Reg 350-70](#) and ensure the DSSC and DSRC is conducted IAW the approved DSPP courseware (lesson plans, course management plan, student evaluation plan, test administration guidance, and course map).

d. All BCT and OSUT BDE commanders will-

(1) Ensure DSCs meet prerequisites of [AR 614-200](#).

(2) Manage assignment and utilization of DSCs IAW [chapter 2](#) of this regulation.

(3) Ensure personnel attend the specific DSSC listed on their orders. DS strength requirements direct the number of scheduled DSSCs. Obtain approval from HRC prior to deviating from personnel orders to attend a specific DSSC.

(4) Take action IAW [AR 614-200](#), and this regulation, as appropriate, to remove DSCs and DSs from the drill sergeant program (DSP).

(5) Make formal recommendations to HRC in reference to personnel removed from the DSSC to reschedule their attendance in the future.

(6) Conduct DS recertification training IAW [chapter 5](#) of this regulation.

(7) Assign DSs to positions IAW [AR 614-200](#), and this regulation.

(8) Designate a DSP point of contact (POC) to coordinate with HRC and DSPP on all matters relating to the DSP.

(9) Submit a monthly AA DS report (see [chapter 2](#)) to DSPP.

(10) Provide USAR DSS, conducting training on their installation, the education and training materials, to support the conduct of the DSSC IAW U.S. Army Forces Command (FORSCOM) [FORSCOM/TRADOC Reg 140-3](#) and TRADOC [Reg 350-70](#).

(11) Include the training ammunition requirements listed in the DSSC POI in the installation forecast IAW [AR 5-13](#).

(12) Encourage brigade commanders to establish a flexible cadre/DS resiliency program. Base this program upon each brigade commander's guidance, mission, equipment, time, and troops, to allow all DSs to have a break and rejuvenate upon completion of the first and second year in the position as a DS.

(13) Ensure brigade commanders and command sergeants major (CSMs) conduct interviews with the DS and their spouse when there is a request to extend or they are involuntarily extended for a third year of duty as a DS in the DSP.

e. 108<sup>TH</sup> Training Command, Initial Entry Training (IET) (USAR) will:

(1) Ensure DSCs meet prerequisites of [AR 614-200](#).

(2) Manage the DSS IAW this regulation, [TRADOC Reg 350-70](#), and the TRADOC DSSC courseware to include the lesson plans, course management plans, course map, student evaluation plan, and the POI.

(3) Conduct internal evaluation of the DSS IAW [chapter 3](#) of this regulation.

(4) Take action IAW [AR 614-200](#), and this regulation, as appropriate, to remove DSCs and DSs from the DSP.

(5) Conduct DS recertification training IAW [chapter 5](#) of this regulation.

(6) Assign DSs to positions IAW [AR 614-200](#) and [chapter 2](#) of this regulation.

f. DSS commandants will:

(1) Manage the operation of the DSS and conduct training IAW this regulation and the TRADOC DSSC provided courseware and POI.

(2) Confirm that DSCs meet the prerequisites IAW [AR 614-200](#), prior to beginning the DSSC, and remove those candidates identified as unqualified arrivals. Maintain student attendance by using the ATRRS class roster (R2) or TRADOC attendance record [TRADOC Form 270-R-E](#) IAW [TR 350-18](#).

(3) Initiate action to remove candidates from the DSSC/DSP IAW [AR 614-200](#) and [chapter 2](#) of this regulation, when required.

(4) Complete Department of the Army, [DA Form 1059](#) (Service School Academic Evaluation Report) for all DSCs, upon completion of or removal from the DSSC. Unqualified arrivals do not require [DA Form 1059](#), unless the DSC fails to meet the height/weight composition IAW [AR 600-9](#).

(5) Initiate action through HRC to replace projected DSL losses (AA only).

(6) Select the most qualified nominee for the DSL replacement.

(7) Supervise the training certification of DSLs for the DSS IAW [chapter 6](#) of this regulation.

(8) Maintain a copy of DSC critiques for 1 year.

(9) Review and analyze DSC critiques and course attrition.

(10) Send a copy of [TRADOC Form 350-E](#) (Drill Sergeant Course Performance) to Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315 upon completion or removal from the course (AA and USAR).

(11) Provide comments and recommended changes to the DSSC course material on [DA Form 2028](#) annually or when necessary.

## **Chapter 2**

### **Drill Sergeant Program Administration**

#### **2-1. Entry into the DSP**

a. DA may involuntarily select AA Soldiers or Soldiers may volunteer for DS duty IAW [AR 614-200](#). A DSC is an AA, U.S. Army Reserve Active Guard/Reserve (AGR), U.S. Army Reserve troop program unit (TPU) member, Army National Guard of the United States (ARNGUS) AGR, ARNGUS drilling members, and individual ready reserve (IRR) Soldiers who expend Government funds in compliance with AA, U.S. Army Reserve AGR, U.S. Army Reserve TPU members, ARNGUS AGR, ARNGUS drilling members, and IRR DSS assignment orders. The AA NCOs that HRC identifies and notifies for attendance at DSS will not begin their candidate status more than 45 days prior to their class start date.

b. AA, USAR, and ARNG DSCs from all career fields are considered for selection and assignment into the DSP. All DSCs must meet the requirements outlined in [AR 614-200](#) and be in the rank of sergeant (SGT) through sergeant first class (SFC). Graduates of the course will be awarded receive the SQIs "X" and "8" upon completion of DSS.

c. On declaration of general war or full mobilization, provisions of [AR 614-200](#) remain unchanged.

d. DSCs will complete [DA Form 7424](#) (Sensitive Duty Assignment Eligibility Questionnaire) during the initial orientation at the DSS (also applicable for USAR and ARNG whether attending the AA DSS or a USAR DSS) IAW [AR 614-200](#). When an AA, USAR AGR, or ARNG AGR Soldier indicates possible misconduct within the previous 12 months (which could be a disqualifier from DS duty) on the [DA Form 7424](#), HRC will make the final determination to remove them from the DSP and will notify the DSS. When an USAR (not AGR) or ARNG (not AGR) Soldier attending either the AA or USAR DSS indicates possible misconduct on the [DA Form 7424](#), that Soldier's respective command will make the final determination whether to remove them from the DSP.

e. Soldier's who refuse to complete [DA Form 7424](#) are subject to further background screening and/or removal from the DSS IAW [AR 614-200](#). A Soldier's refusal to complete the [DA Form 7424](#) and report any adverse information requested on the [DA Form 7424](#) and later discovered during the investigation will be reported to HRC. The Soldier's chain of command will be notified for final disposition and the notification will be sent to the DSS if the Soldier will be removed from the school.

## **2-2. Entry into the USAR DSP**

a. Qualified USAR personnel may enter the program by either volunteering or enlisting for DS vacancies in the USAR Training Commands (IET). The USAR DSC must meet the prerequisites outlined in [AR 614-200](#) to qualify for the program. Candidates may attend either the AA DSS or USAR DSS. All DSCs must be graduates of the Warrior Leader Course prior to attending.

Note: ARNG personnel may apply for entry into either an AA DSS or a USAR DSS, but must meet the prerequisites. Prior service personnel, instructor qualified in the Navy, Marines, or Air Force, must still attend the AA or USAR DSS prior to being assigned to a DS assignment.

b. All USAR personnel, SGT through SFC, who complete DSS and are assigned to a training command, are awarded the SQIs "X" and "8."

c. USAR DSCs in the rank of SGT through SFC may volunteer and be selected for attendance to the AA DSS. USAR DSCs must have the required uniforms and adequate funds to cover expenses during the period of training.

d. USAR DSCs must have the minimum rank of corporal (Soldiers in the rank of specialist must be laterally appointed to the rank of corporal prior to entry into the course). To attend an AA DSS, Soldiers must be a prior service training candidate, appointed as acting SGT.

### 2-3. Drill Sergeant School Course

- a. The Commander, TRADOC approves the DSSC. Changes or deviations to the DSSC require the written approval of the TRADOC DCG-IMT. Request for changes or deviations to the DSSC must be forwarded to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.
- b. The DSPP will act as the proponent and approval authority for the content and execution of the DSSC. The DSPP is responsible for keeping the DSSC current.
- c. The DSSC is conducted IAW the DSSC course material with small group instruction (squads consisting of 8 to 16 assigned candidates). The DSLs will lead and instruct their squads throughout the course (two DSLs per squad).
- d. DSS commandants will monitor the execution of the DSSC and DSRC. Report candidate attrition during each class on [TRADOC Form 350-E](#) (Drill Sergeant Course Performance). Instructions for completion of this form are located on the second page of the form (AA only). DSS commandants will also conduct a complete review of any course with an overall attrition over 12 percent to determine the cause(s). This review is a tool for quality control and product improvement; do not use the attrition rate as an attempt to lower the standards. Forward the review analysis (with [TRADOC Form 350-E](#)) to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.
- e. Submit recommendations for changes on a [DA Form 2028](#) (Recommended Changes to Publications and Blank Forms) to DSSC material to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315 for review and approval.

### 2-4. New-start program (AA and USAR)

- a. Commandants require prior approval and coordination for new-start candidates who fail to achieve course standards from the Commander, TRADOC DCG-IMT. Send the request for a new-start to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315. For AA DSCs, the DSPP will forward a copy to Commander, HRC (AHRC-EPC-D), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455. For USAR AGR DSCs, the DSPP will forward a copy of the request to Commander, HRC-RC (AHRC-AR), 1 Reserve Way, St. Louis, MO 63132-5200. HRC will grant authorization to new-start a DSC (for failing to achieve course standards) on a one-time only basis. If the candidate still fails to achieve the standards after the new-start (reassignment), the commandant will remove the candidate from the DSSC IAW [AR 614-200](#) and this regulation.
- b. Complete all new-start reassignments, regardless of circumstances, within 60 training days for AA and 6 months for USAR. Commandants may grant a one-time only fourth attempt to new-start Soldiers experiencing difficulty in one course area on a case-by-case basis. Make reassignment to the first available class that provides the candidate the opportunity to continue

from the necessary block of training. Return the DSC to training as soon as possible after the new-start is authorized.

Note. Do not permit new-starts after personnel have failed the fourth and final attempt.

c. Commandants will release DSCs whose reassignments are not completed within 60 training days for AA and 6 months for USAR IAW [AR 614-200](#) and this regulation (administrative release). DSCs that miss training due to emergency leave or hospitalization (and do not complete the course with their initial class), become new-starts to the next available class.

d. USAR and ARNG DSCs unable to attend two AT periods due to a conflict (for example, civilian job, civilian school, etc.) are eligible for new-start. However, they must complete the DSSC within an 18-month period. Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315, will approve these circumstances on a case-by-case basis.

e. Do not new-start DSCs failing their final attempt of the Army physical fitness test (APFT).

## **2-5. Removal of DSC from the DSSC**

a. DSCs removed from the DSSC may remain in the DSP, be considered for DS duty in the future, and given a new DSS class date.

b. The DSS commandant is the designated approval authority to remove DSCs from the DSSC, provided they are not recommended for removal from the DSP (see [para 2-6](#) for removal). Forward adverse academic evaluation report with a cover memorandum and student acknowledgement on a counseling form. The DSC's endorsement must indicate their intent with regard to appeal.

c. Center of Excellence (CoE) commanders separate brigade, or their appropriate equivalent, may remove Soldiers from the DSP (while in candidate status or while assigned DS duties). Removal authority is delegated to the grade of colonel or above. The following actions represent reasons for removal from the DSSC:

(1) Arriving unqualified to DSS (Soldiers that do not meet the course prerequisites IAW [AR 614-200](#) and body composition requirements in [AR 600-9](#)).

(2) Failure to pass the APFT.

(3) Academic failure.

(4) Temporary medical reasons that will prevent Soldier from completing the DSSC in the specified time.

(5) Administrative issues, such as emergency leave, execution of a [DA Form 4991-R](#) (Declination of Continued Service Statement), separation due to expiration term of service, promotion to master sergeant (MSG), or approved reclassification. HRC, Director of Enlisted Personnel, must approve all other administrative removals.



(6) Failure to maintain high standards of military appearance, courtesy, bearing, conduct and professionalism, including noncompliance with body composition requirements in [AR 600-9](#) and testing positive for drugs.

(7) Infractions of training policies or violations of the Uniform Code of Military Justice (UCMJ).

(8) Lack of proper motivation (provided individual counseling was unsuccessful), including failure to enter/start or complete DSS.

(9) Medical reasons (including pregnancy), when the condition prevents the Soldier from performing DS duties. Soldiers released from a course of instruction through no fault of their own (such as medical or compassionate reasons) or resignation from the service will receive a [DA Form 1059](#) IAW [AR 623-3](#). The [DA Form 1059](#) will not identify personal medical reasons or be referred to the unit commander, item 11 (performance summary block) will be left blank, and item 14 (comments block) will fully explain the circumstances of the removal.

(10) Hardship or family issues that prevent the Soldier from performing DS duties. Soldiers released from a course of instruction through no fault of their own (such as medical or compassionate reasons) will receive a DA Form 1059 IAW [AR 623-3](#), paragraph 3-35b. The DA Form 1059 will not be referred to the unit commander, item 11 (performance summary block) will be left blank, and item 14 (comments block) will fully explain the circumstances of the removal.

(11) Soldiers in a DSC status or serving as a DS, may submit applications for attendance to service schools, such as Warrant Officer Candidate School, Special Forces Assessment and Selection, and Battle Staff upon completion of 18 months of their stabilization period (see [AR 614-200](#)).

d. Procedures for removal action:

(1) The DSS commandant will evaluate all DSCs recommended for removal from the DSSC (the USAR DSS commandant can delegate this authority to the remote school site noncommissioned officer in charge in the rank of MSG or above). In cases where the commandant determines that removal is warranted, the following procedures apply:

(a) The DSS commandant will provide the DSC with written notice of the proposed action, basis for the action, consequences of disenrollment, right to submit rebuttal matters, and the right to appeal. DSCs must submit rebuttal matters within 48 hours for AA and 30 days for USAR after receipt of written notification. When a USAR DSC attends an AA school, the AA rule for appeals applies.

(b) The DSS commandant must receive a handwritten endorsement from the DSC that acknowledges a counseling session was held, the elimination notice was received, and indicates the DSC's intent with regard to submission of rebuttal matters.

(c) Refer all adverse AERs to the DSC with counseling memorandum for acknowledgement and comment.

(d) The reviewing authority for cases regarding appeals is the approval authority for removal from the DSP. The DSS commandant will review all appeals for accuracy and format, before sending the removal packet to the approval authority IAW [AR 614-200](#). The DSS commandant will forward the entire appeal packet after completion to the approval authority. If the case involves removal of the DSC from both the DSSC and the DSP, the commandant will execute the DSC removal packet and then refer it to the CoE commander/commandant with the recommendation to remove the DSC from the DSP IAW [AR 614-200](#).

(2) Intermediate levels of command will not delay the recommendations from reaching the approval authority. Not more than 72 hours will lapse between transmittal of the DSS commandant's recommendation and receipt at the approval authority. DSCs should remain in training until the approval authority notifies the commandant of the final decision. Remove DSCs from training during the 72 hour timeframe if they are disruptive, interrupt the environment conducive to learning, or elect not to appeal the dismissal.

(3) Return AA NCOs removed from the DSSC to their units. HRC, Chief, Readiness Division (AHRC-EPD-D) is the removal authority for AA Soldiers stationed in the continental U.S. who become unqualified for DS assignment/duties after graduation from DSS and prior to departing the current installation (other than DS installation) on DS assignment instructions IAW [AR 614-200](#).

(4) When removing a USAR DSC from the AA DSS, the AA DSS commandant will initiate a [DA Form 1059](#) IAW [AR 623-3](#) and [DA PAM 623-3](#), and notify the DSC's command. When matters involve judicial or nonjudicial punishment, the AA commander with jurisdiction should consult with the DSC's command to coordinate pursuit of actions.

(5) The DSS commandant will notify the unit CSM of each DSC's removal from the DSSC/DSP. A letter from the approval authority will specify the reason(s) for removal.

(6) The DSS commandant will submit a copy of the removal packet for every DSC removed from the DSSC/DSP to HRC, Chief, Readiness Division (AHRC-EPD-D), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455, and Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

e. Appeals process:

(1) The appeal and reinstatement approval authority for DSCs removed from the DSP is the first general officer in the Soldier's chain of command and is always a general officer higher in grade than the designated removal authority.

(2) DSS commandant must act on appeals for DSC removal actions, and provide final decision to Commander, HRC (AHRC-EPA-D), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455 within 20 calendar days from the date of the Soldier's removal from the DSP IAW [AR 614-200](#). Forward DSC appeals not acted upon within the allotted time period (48 hours for AA and 30 days for USAR) to the Commander, HRC (AHRC-EPD-D), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455 for decision/action. Submit appeals requiring HRC action, as indicated above, to the Commander, HRC (AHRC-EPD-D), within 20 calendar days of the date of the Soldier's removal from the DSP.



f. When the Commander, HRC directs removal from the DSP, the Headquarters, Department of the Army (HQDA) Office of the Deputy Chief of Staff (ODCS), G-1 will act as the appeal and reinstatement authority. Submit these appeals to the HQDA ODCS, G-1 (DAPE-MPE), 300 Army Pentagon, Washington, DC 20310-0300 within 20 calendar days from the date of the Soldier's removal.

g. Process appeals submitted to the Commander, HRC, and the HQDA ODCS, G-1 through the highest general officer on the installation who is an appeal authority and is in the Soldier's chain of command.

h. A DSC's failure to complete the DSSC in 9 weeks and 2 days will result in academic removal IAW the DSSC course management plan and this regulation.

i. DSC must complete the USAR DSSC within 18 months and meet all course requirements by the DSS scheduled class graduation date.

j. Medically remove DSCs in cases of illness, injury, or a medical profile resulting in unreasonable delays in training or loss in training time. The DSS commandants will determine the potential of the DSC to make up the missed training. DSCs must meet all course requirements by the scheduled class graduation date.

## **2-6. Removal of DSC from DSP**

a. Commanders may remove DSCs from the DSP for cause before or during DSS. DSCs removed from the DSP are not considered for DS duty in the future. [AR 614-200](#) and paragraphs [2-5](#) and [2-6](#) of this regulation establish reasons for removal and reporting procedures.

b. The designated approval authorities to remove DSCs from the DSP are the respective CoE or USAR Training Command (IET) commanders. Commanders may delegate this authority to subordinate commanders in the grade of colonel or higher with removal authority.

c. The approval authority will promptly review the circumstances of the case and decide upon the DSC's removal from the DSP. The entire action, from the DSS submittal to the approval authority disposition, will not exceed 5 training days.

d. The DSS commandant will notify the CSM of each DSC's unit of their removal from the DSSC/DSP. The approval authority will make notification through a letter, specifying the reason(s) for removal.

e. The commandant will submit a copy of the removal packet for every DSC removed from the DSSC/DSP to: Commander, (AHRC-EPD-D), 2461 Eisenhower Avenue, Alexandria, VA 22331-0455, and Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

f. DSS commandants will administer a 100 percent urinalysis test to AA, USAR, and ARNG DSCs within 3 training days after reporting to the DSS. Process and collect the specimens IAW [AR 600-85](#) and U.S. Army Drug and Alcohol Operations Agency standing operating procedure.

Remove Soldiers with a confirmed positive urine test from performing DS duties or in DSC status IAW [AR 614-200](#).

## **2-7. Assignment and use of DSC**

a. Unit commanders will ensure DSCs have no personal, financial, or medical issues that would prevent successful completion of DS tour of duty. If the unit commander finds the DSC is not prepared to attend DSS as scheduled (for example, prospective APFT failure, a limiting physical profile, overweight, etc.), the commander will then arrange for class deferment with the installation DS strength manager. The commander will make a determination on whether to eliminate the DSC from the DSSC/DSP if the candidate is still not prepared to attend the next available class.

b. When a DSC is assigned to a training unit, the unit will-

(1) Assign a DS sponsor to DSCs (AA, USAR, or ARNG) to help prepare the DSC for DSS and monitor their activity in the unit. The DS sponsor will ensure that DSCs obtain/attend the appropriate certification requirements applicable to the installation before attending DSS (for example, driver's safety, range safety, etc.). The sponsor will continually check the DSCs' progress while in DSS.

(2) Never place the DSC in positions that allow total control of and require the DSC to assume responsibility for IET Soldiers. This includes, but is not limited to, counseling Soldiers, or acting in the capacity of primary instructor. DSCs may be permitted to march Soldiers in formation under the supervision of their DS sponsor. DSCs may accompany a DS (sponsor) in the performance of the following duties:

(a) Charge of quarters.

(b) Staff duty NCO.

(c) Sergeant of the guard.

(d) Commander of the relief.

c. DSCs must meet the following requirements during their assignment. They will-

(1) Spend the maximum amount of time preparing for DSS, by closely observing unit training and participating in as many training activities as time allows.

(2) Accompany a DS sponsor in the performance of the duties listed above.

## **2-8. Relief of DSs from DS duties**

a. CoE and separate brigade commanders, or their appropriate equivalent may remove AA Soldiers from the DSP (while in DSC status or while assigned DS duties). See [AR 614-200](#) for specific reasons for removing Soldiers from the DSSC; DSs from their duties and the DSP; and withdrawing the SQI "X." The approval authority designated to remove a USAR DS from the DSP is the USAR Training Command (IET) Commander, IAW [AR 140-10](#). Upon mobilization,

a USAR DS is subject to the removal provisions of [AR 614-200](#). The commander may delegate this authority to the USAR Training Command (IET) Adjutant General, but no lower. Removal authority is the grade of colonel or higher, including commanders/commandants of other services.

b. DSs may lose the SQI "X" when they are removed for disciplinary reasons from the DSP IAW [AR 614-200](#) which restricts them from wearing the DS badge IAW [AR 600-8-22](#).

c. Reassign DSs removed from DS duties for cause, except for medical reasons (such as illness or injury), to other duties that do not include contact with IET Soldiers. For further guidance reference disposition of DSs suspended from DS duties, see [AR 614-200](#).

d. For disposition of a DS when a serious incident occurs requiring an investigation, see [AR 614-200](#). Guidelines for continuation of special duty assignment pay (SDAP) for Soldiers temporarily reassigned and undergoing investigation are found in [AR 614-200](#).

## **2-9. DS assignment, use, and tour of duty**

a. AA and USAR DSS graduates assigned in DS positions are authorized SDAP (to include USAR performing DS duties on active duty for training missions and inactive duty training). DS qualified first sergeants (1SGs) and MSGs filling a chief instructor (CI) or course manager position (USAR only) are also entitled to SDAP. These individuals must remain current in all required certifications. Assign and use DSs in authorized DS positions only. Commanders/commandants will not assign DSs to perform major additional duties that divert them from their primary duties as a DS. Examples of authorized additional company duties are: nuclear, biological, and chemical NCO, physical security NCO, and equal opportunity representative.

b. When a DS is assigned to a non-DS position, SDAP is lost for the length of time assigned in the non-DS duty position. An exception to this policy is when a specific operational tasking (outside the IET environment) requires assignment of a DS, currently serving as an AA/USAR DSs, then SDAP will continue.

c. A unit without an assigned 1SG may temporarily appoint a DS (in the grade of SFC) to the 1SG position, for a period not to exceed 90 days. The DS must maintain their primary position as a DS in order to continue to receive SDAP.

d. AA DSs selected for duty at reception battalions must possess a 1 year minimum of DS experience. USAR DSs selected for duty at a reception battalion must have attended a minimum of two AT periods as a DS.

e. Only one SGT (E-5) DS will be assigned per platoon.

f. Successful graduates of DSS incur a 24-month obligation for DS duty. Soldiers (AA, USAR, and ARNG) must take appropriate action (reenlist or extend) to meet the length of service requirement prior to attending DSS.

g. AA DS tour of duty will not normally exceed 36 months. DSLs have the option to extend for an additional 6 months beyond the current 36-month assignment, not to exceed a total of 42 months.

h. AA DSs assigned as DSs to execute IET Leader and Cadre Training Programs, such as TRADOC Pre-Command Course, Company Commander/First Sergeant Course, Cadre Training Course, Support Cadre Training Course, and Installation Support Cadre Training Course, may extend for an additional 6 months beyond the current 36-month assignment, not to exceed a total of 42 months.

i. The AA and USAR DSOY will receive SDAP for the duration of their assignment.

j. AA BCT/OSUT brigades will provide DSLCs to the DSS IAW HRC manning requirements.

## **2-10. Annual DS certification**

Commanders who have DSs assigned will evaluate and certify those DSs assigned to BCT/OSUT units annually, on all current and approved hands-on warrior tasks and battle drills. In addition, DSs will certify each time the BCT/OSUT POI is changed. Commanders may use the IET cadre to administer the certification.

## **2-11. Reporting requirements**

a. The Drill Sergeant Manager at each installation will submit [TRADOC Form 603-R-E](#) (Active Army Drill Sergeant Report) and [TRADOC Form 603-1-E](#) (Active Army Drill Sergeant Report by Grade and Military Occupational Specialty) to the TRADOC DS manager via computer program on a monthly basis. The 15th day of each month is the report cutoff and the report must arrive at HQ TRADOC, IET Division (ATTG-II), NLT the 22nd day of the month following the cutoff. Negative reports are required.

b. DSS Commandant (AA only) will submit [TRADOC Form 350-E](#) (Drill Sergeant Course Performance) report for each DSSC and DSRC class to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315. DSSC and DSRC are separate courses; do not place information on the same form.

c. National guard student, other service students; Air Force, Navy, Marine, Coast Guard, and international military students (IMS), attending the DSSC or DSRC must be recorded on the [TRADOC Form 350-E](#) (Drill Sergeant Course Performance) report. Place information on second page of this report including name rank unit/country/travel order number/time in service, date completed course and or date a reason being released from the course. Submit completed form to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

## **2-12. Drill Sergeant School organization**

a. The DSSs (AA and USAR) are approved by the DSPP and will teach the approved DSSC POI.

- b. The DSS commandant, CI, and course manager (USAR) must be DS qualified. The CI will be a 1SG or hold the rank of MSG. In the absence of a qualified MSG (E-8), the CI position may be filled with a qualified SFC contingent upon proponent approval.
- c. The AA DSS will maintain a minimum of 12 female DSs.
- d. The DSS commandant will interview all DSLC prior to selection.

**2-13. Training assistance and support for the USAR DSS**

- a. Affiliation between the AA DSS and the USAR DSS is highly encouraged in order to provide continuous support to the USAR DSS.
- b. Specific benefits of the affiliation includes:
  - (1) DSL training. The USAR commandant may request a mobile training team from the AA DSS to assist in DSL training.
  - (2) Staff assistance visits. The AA DSS commandant is encouraged to visit the USAR DSS during the active duty for training missions and their inactive duty training sites to provide comments and recommendations to the USAR commandant.
- c. Send a copy of all mobile training team after actions reports requesting resource assistance (for example, shortages of required equipment, personnel, etc.) to: Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

**2-14. DS assignment ratios**

TRADOC installations are resourced DS requirements based upon the following:

- a. BCT/OSUT. Assign 12 DSs per company (3 per platoon) in order to sustain ratio within the range of 1 DS to 17-20 Soldiers in training. Minimum of one female DS per platoon (except where gender pure is required).
- b. DSS. Staff DSLs IAW the instructor manpower model.
- c. Pre-Command Course/Cadre Training Course. Authorized use of DSs based on the local table of distribution and allowance. These DSs will continue to have the option to extend out to the 42 months while on status IAW [paragraph 2-9](#).

**2-15. DS MOS structure**

The DS MOS structure and assignment of DS at TRADOC installations are as follows (not for USAR):

- a. In BCT, 33 percent of DS requirements/authorizations are from CMF 11, 17 percent are from other combat arms (CA) MOSs, 25 percent are from combat support MOSs, and 25 percent are from combat service support MOSs. Installations conducting BCT are authorized four female DSs in each training company to include the reception battalion.

b. In OSUT, 100 percent of the DS requirements/authorizations are CMF trained from CA and combat service MOSs. In OSUT, (combat service support MOS) will have a DS mix of 67 percent CMF and 33 percent CA DSs, with at least 50 percent of CA mix as infantry. This further breaks down to four CA DSs and eight CMF DSs per company. That is one CA DS per platoon (total of four per company), a minimum of four female CMF DSs per company, and five non-gender specific CMF DSs per company. When the Army provides a female DS with a CMF/MOS not documented on the installation's TDA, installations can document their tables of distribution and allowance female positions with any available MOS until such time that females with the specific CMF/MOS become available for DS duty.

c. CoE commanders will determine the DS CMF structure within fitness training units and reception battalions, using MOSs authorized at their installation and the approved TRADOC staffing guidance for reception battalions/fitness training units.

d. Code the personnel identification column "I" (interchangeable) on the authorization document for all non-CA MOSs.

## **2-16. DSC/DS/Drill Sergeant Leader uniform requirements**

a. The regular working uniform for DSs/DSLs consists of the Army combat uniform and campaign/bush hat.

b. DSs/DSLs will wear the campaign/bush hat with the Class A and the Class B uniform on appropriate occasions.

c. DSCs are awarded the campaign/bush hat and DS identification badge upon graduation from DSS.

d. DSs/DSLs will wear a white band on the ballistic helmet.

e. DSS Commandant, Deputy, DSLs and DSs will wear the blue physical training reflective vest. A white name tape with black block letters (IAW [AR 670-1](#), one-inch wide name tape with ¾ inch high black block letters) will be worn on the front and back of the reflective vest (centered on the first row of reflective tape). DSCs receive the vest upon graduation from DSS to ensure uniformity.

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## **Chapter 3 DSP Quality Assurance Program**

### **3-1. Guidelines**

TRADOC DCG-IMT, through the DSPP, is responsible for establishing and maintaining a standardized, relevant, efficient, and effective DSP. This responsibility requires the application of internal and external evaluations, obtaining accreditation from HQ TRADOC Quality Assurance Office (QAO), and assisting AA and USAR DSSs in their education and training mission.

### **3-2. TRADOC DCG-IMT QAO**

The TRADOC DCG-IMT QAO (DSPP) will-

a. Keep the chain of command informed on the status of the functions within the doctrine, organization, training, material leader education, personal and facilities domain that promote and maintain a DSS of excellence.

b. Provide assistance in the evaluation and validation of the DSSC to include, but not limited to, management procedures, production process, conduct of training and support of the course. The QAO will:

(1) Verify the entire training development and instructional workload in the appropriated automation workload support system.

(2) Ensure tests are controlled and administered IAW TR 350-70 and DSSC test administration guidelines.

(3) Guide and assist the DSPP in the conduct of the DSS self-assessment.

(4) Ensure the applicable accreditation standards are met in both the AA and USAR DSSs.

c. Document the verification that DSSC instructors meet qualifications and are certified to teach the course IAW [chapter 2](#) of this regulation and verify the instructor established selection, qualification, and certification procedures are in compliance with established guidelines for the DSSC.

d. Validate that DSS education and training is presented IAW the TRADOC DSSC provided courseware to include the lesson plans, course management plan, course map, and student evaluation plan.

e. Assist the proponent in the oversight of the DSC program to ensure:

(1) DSCs meet prerequisites IAW [AR 614-200](#).

(2) DSC AERs are prepared and completed IAW [AR 623-3](#) as required.

(3) DSC release and appeal process and procedures are in place and used appropriately.

### **3-3. Conduct of evaluations**

Evaluations are the proponent's quality control mechanisms of the DSSs and a primary function of the TRADOC Quality Assurance Program.

a. Evaluations.

(1) Identify deficiencies and efficiencies in DSS operations, for example, management; and process (to include conduct of training and training support when appropriate) education and training implementation, products, and material.

(2) Determine the value, content, validity, and effectiveness of the DSS education and training.



(3) Provide the means for the DSS to assess and improve the provided education and training, management, and products.

(4) Include internal and external evaluations and accreditation.

b. Conduct of internal evaluations. Internal evaluations include daily/routine quality assurance/quality control measures within the management and conduct of DSS, as well as formal self-assessment against the TRADOC accreditation standard IAW [TRADOC Reg 350-70](#). Use internal evaluations to:

(1) Evaluate the DSS management and provide education and training.

(2) Improve the quality and effectiveness of the DSS.

(3) Identify weaknesses/problems, as well as strengths of the DSSC to include training development and instructional systems.

c. Conduct of external evaluations. External evaluation is the evaluation process that provides the DSS the means to determine if the education and training received meets the needs of the Army. Acknowledgement by commanders/commandants of external evaluations ensures that the DSS will efficiently and cost-effectively produce DS graduates who meet established job performance requirements IAW the DSS POI. Evaluations determine if the DS needs training or meets the requirements outlined in the course material. External evaluations are a quality improvement process, ensuring DS meet established job performance requirements. External evaluations include, but are not limited to:

(1) Managing training feedback programs (that is, providing feedback to improve education and training and supporting products). Proactively acquire feedback from course graduates/first line supervisors and studies.

(2) Determining if DSs were trained to perform individual DS critical tasks to prescribed standards IAW the DSS course map.

### **3-4. DSS accreditation**

DCG-IMT QAO, with assistance from DSPP, will perform the visits and functions for the Army's accreditation program. Accreditation is a quality assurance program function to assure the TRADOC DCG-IMT and CoE commanders that their DSs meet the competency needs of today's Army IAW [TR 350-70](#). It is a forcing function that focuses on the state of the DSP and processes against the Army Enterprise Accreditation Standards.

### **3-5. DSS Self-assessments**

A self-assessment serves as a catalyst to improve communication both internally and between external headquarters and the proponent. Self-assessment reports are prepared and submitted to the DSPP office in advance of a school's accreditation. AA and USAR DSSs will prepare a self-assessment of their operation IAW [paragraph 3-3](#) of this regulation and provide a copy to the DSPP in preparation for their accreditation.

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## **Chapter 4**

### **Drill Sergeant of the Year Program**

#### **4-1. Eligibility criteria**

Commander, TRADOC, will select a DSOY for both the AA and USAR.

a. As a minimum, nominees for AA DSOY will-

- (1) Be in the rank of SGT, SSG, or SFC.
- (2) Be a graduate of DSS.
- (3) Have served 1 year on DS status prior to selection and currently serving as a DS as of the date of nomination.
- (4) Have not previously received the Stephen Ailes Award.
- (5) Have 1 year remaining on current enlistment or have a letter of extension approved.
- (6) Take an APFT (administered as part of the competition). Soldiers prohibited from taking an APFT due to a medical profile will not compete in the competition at the U.S. Army Drill Sergeant School, Fort Jackson, SC.

b. As a minimum, nominees for USAR DSOY will-

- (1) Be in the rank of SGT, SSG, or SFC.
- (2) Be a graduate of DSS.
- (3) After completing DSS, have served 1 year on DS status, to include attendance at AT as a DS, and currently serving as a DS as of the date of nomination.
- (4) Have not previously received the Ralph E. Haines, Jr. Award.
- (5) Have 1 year remaining on current enlistment or have a letter of extension approved.
- (6) Take an APFT (administered as part of the competition). Soldiers prohibited from taking an APFT due to a medical profile will not compete in the competition at the U.S. Army Drill Sergeant School, Fort Jackson, SC.
- (7) Be allowed to compete only once at the TRADOC level competition.

#### **4-2. Selection procedures**

a. For AA, each commander authorized DSs will conduct a board to select an installation DSOY nominee (normally from each of the CoEs), and submit the nominees IAW the annual HQ TRADOC DSOY memorandum of instruction (MOI). Satellite installations will send their nominee to a regional board conducted at the installation that holds proponency (as listed in the annual HQ TRADOC DSOY MOI). Complete [TRADOC Form 298-R-E](#) (Drill Sergeant of the

Year Nominee) and forward it with packet to the Commandant, U.S. Army Drill Sergeant School, Fort Jackson, SC, ATTN: DSOY, Fort Jackson, SC 29207.

b. USAR Training Commands (IET) will conduct boards to select their DSOY nominees, and submit the nominees IAW the annual HQ TRADOC MOI. Complete [TRADOC Form 298-R-E](#) and forward it with packet to the Commandant, U.S. Army Drill Sergeant School, Fort Jackson, SC, ATTN: DSOY, Fort Jackson, SC 29207.

c. When the Commandant receives nominations and the DSOY nominees arrive at the U.S. Army Drill Sergeant School, a board of individuals selected by the TRADOC CSM is convened to select the DSOY (one from the AA and one from the USAR). The DSOY selection criteria are:

(1) A written performance of each nominee is presented before the board.

(2) The DSOY nomination packet forwarded from their installation or organization. The DSOY nominees will bring an updated enlisted record brief, a copy of any orders received which were not previously in their packet, and a current DA photograph.

(3) The performance of each nominee on the APFT administered as part of the competition.

(4) The performance oriented tests will be conducted in front of evaluators at the U.S. Army Drill Sergeant School. These are tasks from the DSSC POI learned in DSS.

d. Commandant, U.S. Army Drill Sergeant School, has the authority to terminate DSOY nominees from the competition when nominees:

(1) Have failed the administered APFT.

(2) Are not in compliance with [AR 600-9](#).

(3) Refuse to attempt or demonstrate the performance oriented test.

(4) Are in violation of the UCMJ or have otherwise had favorable personnel actions suspended IAW [AR 600-8-2](#).

#### **4-3. Duties of the AA DSOY**

The AA DSOY will-

a. Perform special assignments for the Commander, TRADOC.

b. Assist U.S. Army Accessions Command in recruiting program assets, as requested, when duties do not conflict with TRADOC tasked DSOY responsibilities.

c. Participate in IET quick look visits when duties do not conflict with TRADOC tasked DSOY responsibilities.

d. AA DSOY will relocate to HQ TRADOC to fulfill the requirements of the AA DSOY for a minimum of 1 year. A second year of duty is possible serving as an advisor to the TRADOC DCG-IMT Command CSM on matters relevant to the DSP.

**4-4. AA status of installation DSOY nominees not selected as the TRADOC DSOY**

AA installation DSOY nominees not selected as the TRADOC DSOY will continue to serve as a DS in their assigned company until their commitment is complete.

**4-5. Recommended duties of the USAR DSOY**

The USAR DSOY will-

a. Meet with the training command commander and CSM to discuss DS performance, IET issues, and solutions, as possible.

b. Visit IET units within the division to observe training and make recommendations for improvement.

c. Perform as guest speaker for civilian and military functions, as possible.

d. Conduct monthly DS seminars within the division and provide feedback to the commander and CSM.

e. Travel with the AA DSOY to IET quick look visits, as possible.

f. Serve for a period of 1 year only.

**4-6. Types of awards**

a. AA and USAR DSOYs.

(1) The individual selected as the AA DSOY will receive appropriate recognition for exceptional achievement. Senior commanders may award recognition, as they deem appropriate, consistent with [AR 600-8-22](#), [AR 672-20](#), and [TRADOC Reg 672-6](#).

(2) The individual selected as the USAR DSOY will receive recognition for exceptional achievement. The USAR Training Command (IET) commanders may award recognition, as they deem appropriate IAW regulations mentioned above.

b. HQ, TRADOC. Commanding General, TRADOC, will present appropriate awards to both the AA and USAR DSOYs in a joint ceremony culminating the DSOY Program at the U.S Army Drill Sergeant School, Fort Jackson SC.

c. HQDA. The Chief of Staff, Army will present the Stephen Ailes Award to the AA DSOY and the Ralph E. Haines, Jr. Award to the USAR DSOY at HQDA in a joint ceremony. Commander, TRADOC will coordinate the dates for the HQDA ceremony upon announcement of the DSOY winners.

d. Resources. Local commanders will provide travel, lodging, and subsistence funds for their DSOY nominees. Incumbent DSOY nominees' (AA/USAR) respective commands provide temporary duty funds.

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## **Chapter 5**

### **DS Recertification Training**

#### **5-1. General**

This chapter provides guidance for conducting recertification training for qualified NCOs returning to DS status. The recertification training, outlined in the Drill Sergeant Recertification Course (DSRC) and this chapter, will be complete prior to reinstatement of SDAP. The drill sergeant returnee (DSR) who deployed in support of operational requirements, across the force, for a period of less than 12 months, does not have to attend the DSRC; however, the DSR that deployed for a period of 12-18 months prior to serving in an authorized DS position will attend the 2-week DSRC, once redeployed back to the continental U.S. and placed on assignment for DS duty.

a. Do not implement changes or deviations to the DSRC without the written approval of the Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

b. The DSPP will act as the proponent and approval authority for the content and execution of the DSRC. The DSPP is responsible for keeping the DSRC current.

c. The DSRC is conducted IAW the DSRC course material with small group instruction (squads consisting of 8 to 16 assigned candidates). The DSLs will lead and instruct their squads throughout the course (two DSLs per squad).

d. DSS commandants will monitor the execution of the DSRC and report candidate attrition during each class on [TRADOC Form 350-E](#) to the Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

#### **5-2. Training**

NCOs who complete a successful tour as a DS must serve not less than 36 months in a valid career progression table of organization and equipment assignment before re-entering the DSP and attending the 2-week DSRC IAW [AR 614-200](#).

a. AA NCOs returning to DS duty must attend DSRC training at the USA DSS, and USAR NCOs must attend the USAR DSS for this training. The DSS will conduct the following certification training and issue a [DA Form 87](#) upon successful completion of the following:

(1) Administer the APFT within the first 24 hours of the DSRs arriving. The DSR must achieve 60 points per event with a minimum total score of 180 points. Retest any DSR who fails to meet the 180 standard (60 points on each event) on the APFT on day 12. Release from the DSRC any DSR that fails to meet the 180 standard on the APFT retest. Take height and weight measurements prior to administering the APFT.

(2) Conduct the DSRC to ensure DSRs have the opportunity to pass all performance exams with a "GO."

(3) Instruct the DSRC to ensure DSRs have the opportunity to receive a "GO" on all methods of instruction presented.

(4) Evaluate DSRs on leading a minimum of one standardized physical training session.

b. See the DSRC POI for additional training requirements of recertification training.

c. USAR commanders will establish recertification training programs IAW [paragraph 5-2](#) of this regulation.

### **5-3. Special duty assignment pay for DSRC**

After completion of recertification training, the DSS commandant/battalion commander will submit a copy of the DSR's [DA Form 87](#) for the DSRC and a memorandum requesting reinstatement of SDAP to the installation DS manager. The installation DS manager will process the request IAW local procedures and forward to the Defense Finance and Accounting Office to reinstate the DSR's SDAP. For USAR DSRs, submit [DA Form 4187](#) (Personnel Action) through their chain of command to the Training Command Deputy Chief of Staff for Personnel G-1, 108th Training Command (IET), 1330 Westover Street, Charlotte, NC 28205.

### **5-4. Recertification**

Maintain records of recertification training for each DSR on the record of training plotter found in the DSC's course management plan at the NCO Academy/DSS or battalion S-1 for a minimum of 2 years.

## **Chapter 6**

### **DSL Certification Requirements**

#### **6-1. DSL selection**

a. DSs currently on DS status may volunteer for DSL duty, or their CSM or 1SG may nominate DSs; however, the final word of acceptance rests with the DSS commandant. Only DSs in the grade of SSG and SFC are eligible to serve as DSLs. DSs in the rank of 1SG/MSG will serve as CIs and/or course managers (USAR).

b. DSS commandants require the following for AA/USAR DSL selection:

(1) AA DSs will have 1 year of successful service in an IET environment, with no record of disciplinary action, and pass an APFT with a minimum standard score of 210 (70 in each event) within 45 days after reporting to the DSS.

(2) DSs will maintain the physical fitness standard during their entire tenure as a DSL (70 points in each APFT event, for a total minimum score of 210 points).

(3) DSs will serve a minimum of 2 years as a DSL, including certification time. DSLs then have the option to extend for an additional 6 months beyond the current maximum of 36 months, not to exceed a total of 42 months.

Note: The minimum 2 year requirement as a DSL is met when a prospective DSL serves the required minimum of 12 months as a DS in IET.

(4) Soldiers returning to DS duties and under consideration as a prospective DSL will attend DS recertification training (see [chapter 5](#)). The DSS commandant will sign the DS recertification training (not DSL certification) for DSLs to reinstate SDAP.

(5) USAR DSs will have served a minimum of 12 months as a certified DS, in a valid DS position and completed a minimum of two complete AT periods as a DS in the IET environment prior to being eligible for consideration for assignment as a DSL.

c. DSS commandants will-

(1) Not allow DSLs who fail to maintain prescribed level of fitness, proper weight and body composition, and personal appearance IAW [AR 600-9](#) to instruct, until the DSL achieves the prescribed standard.

(2) Identify replacement CI/drill sergeant leader candidate (DSLCL) personnel prior to the departure of a qualified CI/DSL NLT 90 days for AA and 14 months for USAR. Senior commanders will establish a policy that allows a 90-day/14-month overlap between the outgoing CI/DSL and their replacement. The DSLCL will not be included in the DSC to DSL ratio.

## **6-2. DSL certification training**

a. The DSS commandant will-

(1) Appoint a qualified DSL to monitor the progress of each DSLCL.

(2) Ensure each DSL is qualified and meets the eligibility and training requirements criteria as outlined in [chapter 6](#) of this regulation, prior to assignment as a primary instructor in DSS.

(3) Track each DSL's progress beyond the certification program and maintain a post progress plotter in the DSL's packet.

(4) Request for DSL certificate of training. The commandant will submit a memorandum requesting a certificate of training once a DSLCL completes all required training. The request will include name, grade, and start/finish dates of the certification training. A complete copy of the DSLCL certification packet will accompany the request. This request and all required documentation will be sent to the Directorate of Basic Combat Training (DBCT), Doctrine and Training Development (ATZJ-DTD), Drill Sergeant Program Proponent (DSPP), 4325 Jackson Blvd., Fort Jackson, SC 29207-5315.

(5) Use [TRADOC Form 369-E](#) (Drill Sergeant School Cadre Evaluation Sheet) to evaluate each DSL once every 90 calendar days, and place a copy of the evaluation in the DSL's file and provide developmental counseling, as needed. The CI and senior DSL will assist in performing

these evaluations. These evaluations will only be performed by current DSL certified, DSS cadre. The evaluation must be an evaluation of the individual presenting a block on instruction, to a current DSS class from the current TRADOC approved DSS POI.

(6) Maintain a file on each DSL (see DSSC course management plan for specific content).

(7) Terminate USAR DSL status when recertification is not as this regulation directs.

b. The DSL certification training is 54 days (one complete training cycle). AA DSLCs should begin their certification training on day 1 of the cycle, but may begin their certification training on any training day within a cycle, but must complete the entire 54 day training cycle. USAR DSLCs must begin their certification training at the beginning of either an AT or an active duty for training mission, and this must be day 1 of the cycle, as well. AA and USAR DSLCs must attend all training events. The DSS commandant may decide to grant more time on a case-by-case basis. Training will include:

(1) The CI will counsel the DSLCs on the DSSC materials. The DSLC will understand the methodology outlined in the DSSC provided courseware to include the lesson plans, course management plan, course map, and student evaluation plan to include counseling, grading standards, procedures, and the small group instruction concept.

(2) The senior DSL will administer all performance and written tests IAW the test administration guidance. The DSLCs will meet the course completion requirements detailed in the student evaluation plan. Retesting will be conducted IAW the DSSC student evaluation plan.

c. Upon completion of a 36-month tour as a certified DSL, USAR DSLs will recertify on the current and approved warrior tasks and battle drills by attending either a 14-day AT period or seven inactive duty training periods. USAR DSLs not recertifying as this paragraph directs, will have their DSL status terminated upon the completion of a 60-month tour.

d. DSLCs must complete the following for certification:

(1) Qualify for award of SQI-8 (upon completion of all Army Basic Instructor Course requirements).

(2) Small Group Instructor Training Course.

(3) Renew the instructor certification if the instructor has not taught within 3 years.

(4) Combat Lifesaver certification.

(5) Modern Army Combatives certified (minimum skill level 1).

(6) Evaluation of drill and ceremonies testing/grading procedures:

(a) First, the DSLC will observe the testing procedures of their mentor.

(b) Next, the DSLC will simultaneously evaluate a DS candidate with the mentor as the primary grader.

(c) The DSLC will conduct three MOI evaluations (talk-through, by the numbers, and step-by-step) and will receive counseling and feedback from the DSL on their grading procedures.

(d) Use the DSLC as a primary instructor after conducting counseling for that method of instruction.

(7) Evaluation of the methods of instruction and instruction in small group concept. Prior to their use as a primary instructor, the DSLC must complete certification; however, the DSLC may present drill and ceremony modules and demonstrations. The CI or the senior drill sergeant leader in the absence of the CI (with all available DSLs forming the class) will evaluate the DSLC's presentation ability on a tactics, PRT, navigate IET leadership challenges and human relations lessons. These presentations will be the last task to be completed in DSL certification. The CI/SDSL will select the lesson the DSLC will present, providing ample time to prepare for instruction. The CI/SDSL will document all evaluations on TRADOC Form 369-E (DSS Cadre Evaluation Sheet). Use the DSLC as an instructor only after the DSLC receives a "GO" rating on TRADOC Form 369-E for that series of instruction. Never leave a DSLC instructing a class without a certified DSL present.

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## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

AR 140-10  
Assignments, Attachments, Details, and Transfers

AR 600-9  
The Army Weight Control Program

AR 614-200  
Enlisted Assignments and Utilization Management

AR 623-3  
Evaluation Reporting System

DA PAM 623-3  
Evaluation Reporting System

FORSCOM/TRADOC Reg 140-3  
United States Army Reserve (USAR) Division (Institutional Training) Training Management and Policies

TRADOC Reg 350-6  
Enlisted Initial Entry Training Policies and Administration



TRADOC Reg 350-70  
Systems Approach to Training Management, Processes, and Products

**Section II**  
**Related Publications**

AR 5-13  
Training Ammunition Management

AR 40-501  
Standards of Medical Fitness

AR 350-1  
Army Training and Leader Development

AR 600-8-22  
Military Awards

AR 600-85  
Army Substance Abuse Program (ASAP)

AR 611-5  
Personnel and Classification Testing

TRADOC Reg 350-10  
Institutional Leader Training and Education

TRADOC Reg 350-18  
The Army School System (TASS)

TRADOC Pam 350-70-5  
Systems Approach to Training: Testing

**Section III**  
**Prescribed Forms**

TRADOC Form 270-R-E  
Institutional Attendance Register (Prescribed in para 1-4f. (2).)

TRADOC Form 298-R-E  
Drill Sergeant of the Year Nominee (Prescribed in para 4-2.)

TRADOC Form 350-E  
Drill Sergeant Course Performance (Prescribed in paras 1-4f(10) and 2-3d.)

TRADOC Form 369-E  
Drill Sergeant School Cadre Evaluation Sheet (Prescribed in para 6-2a(5).)

TRADOC Reg 350-16

TRADOC Form 603-R-E

Active Army Drill Sergeant Report (Prescribed in para 2-11a.)

TRADOC Form 603-1-E

Active Army Drill Sergeant Report by Grade and MOS (Prescribed in para 2-11a.)

#### **Section IV**

##### **Referenced Forms**

DA Form 2-1

Personnel Qualification Record, Part II

DA Form 1059

Service School Academic Evaluation Report

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 2796

Post-Deployment Health Assessment

DA Form 4187

Personnel Action

DA Form 4991-R

Declination of Continued Service Statement

DA Form 7424

Sensitive Duty Assignment Eligibility Questionnaire

ERB

Enlisted Record Brief

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## **Appendix B**

### **Instructions for Completing TRADOC Form 350-E, Drill Sergeant Course Performance**

#### **B-1. Purpose of form**

TRADOC Form 350-E records the attrition rate for the AA/USAR DSS for each graduating class.

- a. Item 1: Enter the DSS name, location.
- b. Item 2: Enter the class number.
- c. Item 3: Enter the class date (start and end dates), for example DD/MM/YY.
- d. Item 4: SCHEDULED. Enter the number of candidates who started the class (provided from HRC), which will include new-starts.
- e. Item 5: ACTUAL INPUT. Enter the number of candidates that started the class. If a Soldier was a new-start, do not include in actual input. This section may or may not equal item 4, because no-shows and nonqualified arrivals are not subtracted in item 4.
- f. Item 6: RANK. Enter the number of candidates that started the class, by grade and component, to include new-starts.
- g. Item 7: INITIAL APFT FAILURES. Enter, by component, the number of candidates failing the initial APFT retest.
- h. Item 8: CLASS GRADUATION. Enter, by gender, the number of candidates graduating from the course (item 6 minus items 7, 9, 10, 11, 12, 13, 14, 15, and 16).
- i. Item 9: NO SHOWS. Enter, by gender, the number of no shows that did not report to the school, but were scheduled on ATRRS. Use item 17 to record by name, SSN, unit, and reason.
- j. Item 10: UNQUALIFIED ARRIVALS. Enter, by gender, the number of, and reason for, unqualified arrivals. Do not include unqualified arrivals as actual input in item 5.
- k. Item 11: FINAL APFT FAILURES. Enter, by gender, the number of final APFT failures. Enter reason (for example, push-ups, etc.), Soldier's name, SSN, unit, and whether the Soldier was a volunteer or a DA select. For tracking purposes, enter the candidate's installation (AA) or the unit (USAR) from which the candidate arrived as a permanent change of station to attend school. Use item 17 for continuation.
- l. Item 12: ACADEMIC ATTRITION. Enter, by gender, the number of Soldiers released for academics. Enter the reason, Soldier's name, SSN, unit, general technical score, and whether the Soldier was a volunteer or a DA select. Use item 17 for continuation.
- m. Item 13: ADMINISTRATIVE ATTRITION. Enter, by gender, the number of Soldiers released for administrative reasons. Enter the reason, Soldier's name, SSN, unit, and whether the Soldier was a volunteer or DA select. Use item 17 for continuation.

n. Item 14: DISCIPLINARY ATTRITION. Enter, by gender, the number of Soldiers released for disciplinary reasons, to include lack of motivation. Enter the reason, Soldier's name, SSN, unit, and whether the Soldier was a volunteer or a DA select. Use item 17 for continuation.

o. Item 15: MEDICAL. Enter, by gender, the number of medically released Soldiers. Enter the reason, Soldier's name, SSN, unit, and whether the Soldier was a volunteer or DA select. For candidates medically released, include whether the conditions existed prior to school. Use item 17 for continuation.

Note: IAW Health Insurance Portability and Accountability Act (HIPAC), do not disclose information derived directly from Soldier's medical records.

p. Item 16: OTHER CODES. Enter, by gender and reason code, candidates released for other reasons (that is, positive urinalysis, overweight, new-start). Do not count new-start Soldiers in actual input IAW item 5, above. Enter the reason, Soldier's name, SSN, unit, and whether the Soldier was a volunteer or a DA select. Use item 17 for continuation. Count new-start Soldiers in attrition rate.

q. Item 17: ADDITIONAL COMMENTS. List additional information supporting items 10 through 16 (for example, new-start). Provide any additional information or comments in regard to the DSSC, policies, and regulations.

## **B-2. Additional information**

New-starts entering the course are calculated in ATRRS data in item 4. List these new-start Soldiers in item 17. A new-start that does not graduate is reflected in item 8 accordingly.

<b>DRILL SERGEANT COURSE PERFORMANCE</b> For use of this form, see TRADOC Reg 350-16; proponent is the Deputy Chief of Staff, G-3/5/7.						REQUIREMENTS CONTROL SYMBOL ATTG -35 (R -2)		
1. DSS			2. CLASS NUMBER		3. CLASS DATES			
					FROM: _____ TO: _____			
4. SCHEDULED		5. ACTUAL INPUT		6. RANK		7. INITIAL APFT FAILURES		
		MALE:		Active Army		USAR		
				SFC		SFC		
		FEMALE:		SSG		SSG		Active Army
SSG				SSG		USAR		
				SGT		SGT		
8. CLASS GRAD		MALE:		FEMALE:		9. NO SHOWS		
						MALE:		
						FEMALE:		
10. UNQUALIFIED ARRIVAL		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
11. FINAL APFT FAILURE		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
12. ACADEMIC		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
13. ADMINISTRATIVE		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
14. DISCIPLINARY		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
15. MEDICAL		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
16. OTHER CODES		REASON				UNIT		VOLUNTEER/ DA SELECTED
MALE								
FEMALE								
REASON CODES: P = POSITIVE URINALYSIS; O = OVERWEIGHT; N = NEW START								



## **Appendix C**

### **Instructions for Using TRADOC Form 369-E, Drill Sergeant School Cadre Evaluation Sheet**

#### **C-1. Sections of form**

TRADOC Form 369-E presents the DSSC POI performance standards for preparing and conducting training, using the instruction in small group methods. The evaluation must be conducted by qualified personnel currently assigned to the DSS (DSLs, CI, course manager (USAR), Deputy Commandant or Commandant) and be an evaluation of the presentation of current TRADOC-approved DSS POI material in a current DSS class. The evaluation sheet contains the following sections:

- a. Section I: Evaluation of Small Group Instruction Methods.
- b. Section II: Evaluation Post Check. Evaluate all presentations using Section II, which presents additional generic standards for training delivery.

#### **C-2. Grading**

To receive an overall "GO" for a graded presentation, the DSL/DSC must receive a "GO" for each of the applicable performance areas listed in the left-hand column of the evaluation sheet. The performance standards are listed in the right-hand column on the sheet. These standards are provided to inform the cadre member of the performance requirements and to assist evaluators in determining the basis for a "GO" for any given performance area.

#### **C-3. Standards**

The standards listed in both sections are the minimum HQ TRADOC performance standards. However, additional locally established standards may be added in each section under "Other Standards" (section I, block B(4) and section II, block C).

<b>DRILL SERGEANT SCHOOL CADRE EVALUATION SHEET</b> For use of this form, see TRADOC Reg 350-16; the proponent is Deputy Chief of Staff, G-3/5/7.				
INSTRUCTOR	GRADE	CLASS	DATE	
LOCATION				
SECTION I: EVALUATION OF SMALL GROUP INSTRUCTION METHODS				
PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS
<b>A. INTRODUCTION.</b>				
1. Learning Objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	States complete objective, either from the advance sheet or lesson guide, in terms consistent with approved TLOs/ELOs (Lesson Development Sheet).
2. Orientation Statement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Explains or shows how task relates to a job a DSC will perform (why training is necessary).
3. Subject Matter Expert.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Instructor is fully prepared. Instructor contributes to learning environment with personal experiences, rather than keeping attention focused only on the lesson guide, without facilitating classroom discussion.
4. Observer Process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourages input from all group members. Does not judge or put down member comments. Picks up on nonverbal clues (for example, member wishes to make input; member does not understand point) and responds appropriately.
<b>B. FACILITATION.</b>				
1. Discussion Coverage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Follows lesson guide and discussion input. Discussions support the learning objective.
2. Technique.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Asks questions, restates or summarizes points, or makes clarification to keep discussion on track with learning objective. Does not interject opinions. Raises issues only when it is apparent group members will not. Guides group to consensus when necessary.
3. After Action Reviews/Summary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Restates learning objectives (given in summary). Guides class discussion of what students learned. Encourages participation and summarizes learning.
4. Other Standards (Locally Determined). <i>(Specify local standard(s), if any, and check appropriate block. Otherwise, check "NA.")</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
COMMENTS:				



SECTION II: EVALUATION POST CHECK				
PERFORMANCE AREAS	GO	NO GO	NA	STANDARDS
<b>A. COMMUNICATION TECHNIQUES.</b>				
1. Speech/Language.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Can be heard and understood. Uses correct grammar.
2. Demeanor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Uses direct eye contact. Appears confident and prepared; well refined.
3. Questioning Techniques.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Uses the Ask-Pause-Call techniques as outlined in DSS POI. Does not put down members for incorrect answer; instead, redirects into the group for assistance and comes back to those members in the group discussions.
<b>B. CLASSROOM MANAGEMENT.</b>				
1. Learning Conditions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Classroom is neat and clean. Seating arrangement is proper for type of training. Effort is made to correct/compensate adverse conditions; for example, poor lighting and climate extremes. All students can see and hear demonstrations and training aids.
2. Equipment and Materials.				
a. Training Equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is adequate training equipment for proper equipment-to-student ratio. Equipment works properly.
b. Training Aid Equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Equipment is set up correctly, focused, and ready to use.
c. Materials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides sufficient handouts and other written materials for all students (for example, Summary Sheets, PEs, etc.)
<b>C. OTHER STANDARDS (LOCALLY DETERMINED).</b> <i>(Specify local standard(s), if any, and check appropriate block. Otherwise, check NA.)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Has evaluator reviewed lesson plan and associated course materials?				YES <input type="checkbox"/> NO <input type="checkbox"/>
I certify that the instructor evaluated was critiqued immediately after evaluation.	SIGNATURE OF EVALUATOR			DATE
	NAME AND TITLE (TYPED OR PRINTED)			
TO BE COMPLETED BY EVALUATOR				
SIGNATURE OF INSTRUCTOR		NAME AND TITLE (TYPED OR PRINTED)		DATE

## **Appendix D**

### **Instructions for Completing TRADOC Form 603-R-E, Active Army Drill Sergeant Report**

#### **D-1. Categories**

a. Authorized (A). Enter the number of DSs authorized in proposed, projected, or approved table of distribution and allowance documents; include HQDA-approved Directed Military Overstrength and Training Resources Arbitration Panel actions. Report authorizations as male/female (for example 40/2). When authorizations are proposed or projected to change (see instructions for line "S" below), report the new figures in the column immediately to the right of reporting installation, using lines A, C, E, G, I, K, and N.

b. Operating (O). Enter number of DSs currently assigned. Do not include DSs pending relief/removal from the program, personnel in transit, or DSCs attending or waiting to attend DSS. Report operating strength as male/female (for example, 39/3). See paragraph D-2f below.

c. Pending Relief. Qualified DSs relieved/removed from duty and pending action to relieve/remove from the DSP.

d. Reliefs (Cause). DSs relieved/removed from the DSP for failure to maintain high standards of conduct, professionalism, appearance, UCMJ action, etc.

e. Reliefs (Other). DSs relieved/removed from the DSP for reasons other than "cause" (i.e., medical profile, including pregnancy, family hardships, promotion to MSG, etc.).

#### **D-2. Report format**

a. FROM. Enter complete address of headquarters submitting the report, including zip code.

b. POC. Enter data for the installation DS manager.

c. Period Ending. Enter day, month, and year for data reporting month (always the last day of each month).

d. Lines A, C, E, G, I, and K. Enter number of DSs authorized (male/female) for appropriate category of training.

e. Lines B, D, F, H, J, and L. Enter number of DSs operating (male/female) for appropriate category of training. Do not include those DSs reported in line M as pending relief from the DSP.

f. Line M. Enter number of DSs (male/female) relieved/removed from DS duties and pending approval action to relieve/remove them from the DSP prior to completion of their DS tour. Do not include as operating in lines B, D, F, H, J, and L. Do include total in line O.

g. Line N. Enter the total DSs authorized (sum of lines A, C, E, G, I, and K (male/female)). Line N must agree with installation total reported on TRADOC Form 603-1-E.

h. Line O. Enter the total operating DS (sum of lines B, D, F, H, J, L, and M (male/female)). Line O must agree with installation total reported on TRADOC Form 603-1-E.

i. Line P. Enter percentage of total operating versus total authorized (line O divided by line N).

j. Line Q. Enter projected gains (male/female) of qualified DSs in next 180 days. Include prior qualified DSs and projected DSS graduates (less attrition). Line Q must agree with installation total projected gain reported on TRADOC Form 603-1-E.

k. Line R. Enter projected losses (male/female) of operating DSs in next 180 days. Line R must agree with installation total projected losses reported on TRADOC Form 603-1-E.

l. Line S. Enter same number as shown on Line N. If authorizations are proposed or projected to change within the next 180 days, enter the proposed or projected number authorized (male/female). See paragraph D-1a above.

m. Line T. Enter projected (male/female) operating strength (Lines O plus Q minus R).

n. Line U. Enter percentage of total projected operating versus projected authorized (line T divided by line S).

o. Line V. Enter cumulative total of DSS graduates (male/female) for current fiscal year. Only those installations with a DSS will report graduate figures.

p. Line W. Enter cumulative total of DSs candidates (male/female) eliminated from the DSSC for the current fiscal year. Only those installations with a DSSC will report candidate elimination numbers.

q. Line X. Enter cumulative total of DSs (male/female) relieved/removed from the DSP for cause for the current fiscal year.

r. Line Y. Enter cumulative total of DSs (male/female) relieved/remove from the DSP for reasons other than "for cause."

s. Line Z. Enter total number of DSs on initial tour on status 0-6 months.

t. Line AA. Enter total number of DSs on initial tour from 7-12 months, plus DSs that reentered the DSP and were reinstated at this pay level.

u. Line BB. Enter total number of DSs on initial tour that completed over 12 months, plus DSs that reentered the DSP and were reinstated at this pay level.

ACTIVE ARMY DRILL SERGEANT REPORT		FROM:		POC (Name, Grade, Title, Phone Number)		REQUIREMENTS CONTROL SYMBOL						
For use of this form, see TRADOC Reg 350-16; the proponent is the Deputy Chief of Staff, G-3/5/7.		TO: TRADOC Drill Sergeant Manager (ATBO-SE), 11 Bernard Road, Fort Monroe, VA 23651-1048				ATBO-20(R4)						
CATEGORY		INSTALLATION PERSONNEL STATUS										
A	BCT	APG	BENNING	BLISS	BRAGG	KNOX	LACKLAND	EUSTIS	GOODFELLOW	GORDON	HUACHUCA	JACKSON
B	OSUT											
C	DSS/NET											
D	CADRE/PRE-CMD											
E	RECEPTION STATION ESL											
F	FTU											
G	PENDING RELIEF											
H	AUTHORIZED											
I	OPERATING											
J	PERCENTAGE											
K	GAINS											
L	LOSSES											
M	AUTHORIZED											
N	OPERATING											
O	PERCENTAGE											
P	PROJECTION (180 DAYS)											
Q	GAINS											
R	LOSSES											
S	AUTHORIZED											
T	OPERATING											
U	PERCENTAGE											
V	GRADUATES											
W	ELIM (DSS)											
X	RELIEFS (CAUSE)											
Y	RELIEFS (OTHER)											
Z	SDA PAY											
AA	0-6 MONTHS											
BB	7-12 MONTHS											
	OVER 12 MONTHS											

PREVIOUS EDITIONS ARE OBSOLETE.

TRADOC FORM 603-R-E, MAR 2008.

8.5 x 11

**Appendix E****Instructions for Completing TRADOC Form 603-1-E, Active Army Drill Sergeant Report by Grade and Military Occupational Specialty****E-1. General instructions**

This report is an addendum to TRADOC Form 603-R. Attach to the back of TRADOC Form 603-R.

**E-2. Contents of form**

- a. Installation. Enter installation and state only.
  - b. Date. Enter day, month, and year for data reporting month (for example DD/MM/YY for the last day of each month (same as entered on TRADOC Form 603-R)).
  - c. Page number. Number consecutively and enter as "1 of 7," "2 of 7," etc.
  - d. Line column. Number consecutively all lines with data entered in columns 'a' through 'p.'
  - e. MOS (column 'a'). Enter in numerical order the three-digit MOS.
  - f. Authorized (columns 'b' through 'e'). Enter current authorization in upper half of block, proposed or projected authorizations in lower half.
  - g. Operating Strength (columns 'f' through 'j'). Enter current operating strength in appropriate grade columns. This number will include those DSs pending relief/removal from the DSP.
  - h. Projected Gains/Losses (columns 'k' through 'o'). Enter projected gains/losses for 180 days subsequent to date of report.
  - i. Projected Operating Strength (column 'p'). Enter the 180-day projected operating strength. Column 'j' plus column 'o' gains, minus column 'o' losses.
  - j. Page Total. Enter page total on each page for columns 'b' through 'p.'
  - k. Installation Total. Enter installation total (add page totals) on last page of the report for columns 'b' through 'p.' Installations submitting a one-page report may omit these numbers if page total columns are entered. Columns 'e,' 'j,' 'o,' and 'p' must agree with appropriate line entries on TRADOC Form 603-R.
-



## **Appendix F DS Resiliency Program**

### **F-1. Applicability**

This program is applicable to all units with DSs assigned or attached who meet the criteria listed below.

### **F-2 Purpose**

To provide guidance for the DS resiliency program.

### **F-3. General**

The DS resiliency program is intended to provide all mid-tour and third-year DSs the opportunity to spend quality time with their family, attend various classes, update personal information and records, and undergo dental, medical, and mental evaluations.

### **F-4. Procedures**

DSs are an essential element of the training base and the management of their reception, orientation, development, and the use of their great talent is essential to our success.

### **F-5. General guidelines**

- a. DSs will not perform charge of quarters or staff duty the weekend prior to conduct of the DS resiliency week (10 consecutive days).
- b. DSs will have appointments made for them or they will have priority when attending to business on the installation during DS resiliency week.
- c. Every effort will be made to ensure all appointments are scheduled NLT 1300 hours in an effort to afford DSs maximum time with their family.
- d. DSs will be given a 3 or 4-day weekend in conjunction with the scheduled week. They can choose to attend a chaplain retreat during this time if they so desire and one is scheduled.
- e. The DS resiliency week trail break will be conducted between the 10<sup>th</sup> and 14<sup>th</sup> month of DS duty. Commanders will conduct another DS resiliency week between the 22<sup>nd</sup> and 26<sup>th</sup> month for DSs serving a third year.

### **F-6. Religious support component**

- a. The unit ministry team is the commander's executive agent in support of the DS resiliency program.
- b. Training brigade commanders should coordinate with their unit ministry team to provide DS with the following training:
  - (1) Suicide prevention/intervention training.
  - (2) Family enrichment classes.

(3) Single Soldier retreat.

(4) Marriage/Family retreat. Retreats should include the following: Myers-Briggs personality traits training, Building Strong and Ready Families/Strong Bonds training, and/or Prevention and Relationship Enhancement Program training.

#### **F-7. Medical component**

a. Training brigade commanders should coordinate with their supporting medical treatment facility commanders to develop the medical component of the DS resiliency program. The coordination may be made through the IET health care committee (see [TRADOC Reg 350-6](#)).

b. The medical components of a DS resiliency program will include:

(1) Individual medical readiness elements, to include:

(a) Periodic physical examination (every 5 years).

(b) Well woman's examination, as applicable (annual).

(c) Immunizations (especially influenza [seasonal], tetanus-diphtheria [every 10 years]).

(d) Hearing test (annual).

(e) Vision examination and status of protective mask inserts (every 3 years).

(f) Human immunodeficiency virus test (every 2 years).

(g) Confirm deoxyribonucleic acid specimen on file.

(2) Follow-up on any health-related condition identified previously, especially if identified on the DD Form 2796 (Post-Deployment Health Assessment).

(3) Dental examination (annual).

(4) Behavioral health education and professional screening.

(a) All DSs should receive behavioral-health related briefings. The briefing will:

- Cover stress, depression, post-traumatic stress disorder, stress management, and anger management.
- Be conducted by a professional behavioral health provider (psychiatrist, psychologist, or social worker) or a chaplain.
- Emphasize the point that seeking help is a sign of strength, not of weakness.
- Include a means (questionnaire, observation, etc.) by which DSs may be identified for follow-up interviews with behavioral health professionals, as necessary.



(b) DSs who have returned from deployment anytime within the past 3 years should receive one-on-one interviews with a behavioral health professional within the first 60 days of assignment.

(5) Other appointments/classes to be completed:

(a) Power of attorney and will updated (if needed).

(b) DA photo (if needed).

(c) Records update for promotion board (if needed).

(d) Anger management.

(e) Appointments or classes with brigade commander, brigade CSM, and chaplain as needed.

(f) Inspector general overview.

(g) Overview of updates to [TRADOC Reg 350-6](#) and this regulation.

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**Appendix G**  
**TRADOC Form 298-R-E, Drill Sergeant of the Year Nominee**

<b>DRILL SERGEANT OF THE YEAR NOMINEE</b> <small>For use of this form, see TRADOC Reg 350-16;  the proponent is the Deputy Chief of Staff, G-3/5/7.</small>		<b>RCS EXEMPT</b> para 5-2h(1), AR 335-15	
<b>PRIVACY STATEMENT</b>			
1. AUTHORITY: TITLE 5, US Code 301 2. PRINCIPAL PURPOSE(S): To provide HQ TRADOC the nominee information sheet to enter Drill Sergeant of the Year competition. 3. ROUTINE USES: To provide to PAO and HQ TRADOC the necessary information needed for the Drill Sergeant of the Year competition. 4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION. Voluntary failure to provide information may result in applicant's non-selection.			
NAME (Last, First, Middle)		SSN	
SPOUSE (Last, First, Middle)			
HOME PHONE NUMBER (Area Code)		DUTY PHONE NUMBER (DSN)	
HOME MAILING ADDRESS		DUTY MAILING ADDRESS	
BDE CSM		PHONE NUMBER (DSN)	
POST/DIV CSM		PHONE NUMBER (DSN)	
WILL YOUR SPOUSE ACCOMPANY YOU TO HQ TRADOC?	<input type="checkbox"/>	YES	<input type="checkbox"/> NO

**Appendix H**  
**TRADOC Form 270-R-E, Institutional Attendance Register**

INSTITUTIONAL ATTENDANCE REGISTER (For use of this form see TRADOC Reg 350-18)						DATE _____ PAGE _____ OF _____
TYPE OF ASSEMBLY (CHECK ONE) <input type="checkbox"/> SINGLE <input type="checkbox"/> MULTIPLE (2)	ASSEMBLY CONDUCTED (CHECK ONE) <input type="checkbox"/> STUDENT <input type="checkbox"/> STAFF/FACULTY	HOURS	COURSE	SCHOOL YEAR		
RCTI (School, Academy, RTS, etc.)		Address (Class location)				
SIGNATURE (SIGN IN/OUT)	NAME (TYPED OR PRINTED)	RANK	MOS	ADDRESS (UNIT OF ASSIGNMENT)		
IN						
OUT						
IN						
OUT						
IN						
OUT						
IN						
OUT						
IN						
OUT						
The above attendance is certified correct						
Typed or printed Name, Grade and Title			SIGNATURE			
TRADOC FORM 270-R-E, (FEB 2007)    Previous editions are obsolete						

## Glossary

### Section I Abbreviations

1SG	First Sergeant
AA	active Army
AGR	Active Guard Reserve
APFT	Army physical fitness test
ARNG	Army National Guard
AR	Army regulation
ARNGUS	Army National Guard of the United States
AT	annual training
ATRRS	Army Training Requirements and Resource System
BCT	basic combat training
BCTCoE	Basic Combat Training Center of Excellence
CA	combat arms
CI	chief instructor
CMF	career management field
CoE	Center of Excellence
CSM	command sergeant major
DA	Department of the Army
DCG	Deputy Commanding General
DS	drill sergeant
DSC	drill sergeant candidate
DSL	drill sergeant leader
DSLCL	drill sergeant leader candidate
DSOY	Drill Sergeant of the Year
DSP	Drill Sergeant Program
DSPP	drill sergeant program proponent
DSR	drill sergeant returnee
DSRC	Drill Sergeant Recertification Course
DSS	Army Drill Sergeant School
DSSC	Drill Sergeant School Course
FORSCOM	United States Army Forces Command
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command
IAW	in accordance with
IET	initial entry training
IMS	international military student
IMT	initial military training
IRR	individual ready reserve
MOI	memorandum of instruction
MOS	military occupational specialty
MSG	master sergeant
NCO	noncommissioned officer
NLT	not later than
ODCS	Office of the Deputy Chief of Staff

OSUT	one station unit training
POC	point of contact
POI	program of instruction
QAO	Quality Assurance Office
Reg	regulation
SDAP	special duty assignment pay
SFC	sergeant first class
SGT	sergeant
SQI	skill qualification identifier
SSG	staff sergeant
SSN	social security number
TPU	troop program unit
TRADOC	United States Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
U.S.	United States
USAR	United States Army Reserve
USATC	United States Army Training Center

## **Section II**

### **Terms**

#### **accreditation**

A formalized assessment of each DSS that focuses on compliance with AR 614-200, AR 623-3, this regulation, and the POI, as determined by the TRADOC DCG-IMT QAO. This determination is followed by an issuance of certificate of accreditation of the DSS by the DSPP.

#### **Army physical fitness test**

Three-event test designed to measure the basic components of fitness and evaluate Soldier's ability to perform physical tasks.

#### **assistance visit**

A formalized evaluation, training, and program improvement process designed to provide DSS commandants detailed proponent guidance in the areas of DSS administration, operations, and training.

#### **certification**

Process of determining the quality and standardization of training.

#### **drill sergeant candidate**

A DSC is an AA, U.S. Army Reserve AGR, U.S. Army Reserve TPU member, Army National Guard U.S. (ARNGUS) AGR, ARNGUS drilling members, and Individual Ready Reserve (IRR) Soldiers who expend Government funds in compliance with AA, U.S. Army Reserve AGR, U.S. Army Reserve TPU members, ARNGUS AGR, ARNGUS drilling members, and DSS assignment orders.

#### **Drill Sergeant School Course**

Functional course providing qualified AA, ARNG, and USAR NCOs specialized training resulting in the awarding of SQIs "X" and "8."

**drill sergeant leader**

Selected DS that receives additional specialized training to perform duties as an instructor, mentor, and coach in a DSS.

**Drill Sergeant of the Year**

AA and USAR DSs that special selection boards at AA installations and USAR Training Command (IET) nominate and select to compete at the annual HQ, TRADOC competition.

**Drill Sergeant Program**

HQDA program designed to provide highly motivated, qualified professionals to serve as cadre in IET.

**drill sergeant returnee**

A DS that successfully completed a tour of duty in a previous DS assignment, volunteered and was accepted for a subsequent DS tour after serving a minimum of 36 months in a valid career progression table of organization and equipment assignment.

**fitness training unit**

A special training unit at a BCT/OSUT ATC designed to bring new enlistees in poor physical condition up to a minimum level of fitness, prior to starting BCT/OSUT. It is not a remedial training program for Soldiers already in BCT/OSUT/AIT.

**United States Army Human Resources Command**

The U.S. Army Human Resources Command integrates and coordinates military personnel systems to develop and optimize the utilization of the Army's human resources in peace and war.

**initial entry training**

Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit Soldiers ready to take their place in the Army in the field. This training consists of BCT, AIT, and OSUT.

**military occupational specialty structure**

The specific mix of DS MOS required in BCT and OSUT to improve the quality of training.

**new-start**

A Soldier placed in a class behind the original class. This procedure supports Soldiers experiencing personal, medical, physical, or academic problems, but with outstanding potential as a DS.

**one station unit training**

IET conducted at one installation, in one unit, under the same cadre, with an integrated POI tailored to a specific MOS.

**recertification training**

The minimum training required for previous DSs who return to active status in IET.

**Reserve component**

Members and units of the Army National Guard and Army Reserve.

**satellite schools**

Separate and remote locations for DS training within the USAR.

**skill qualification identifier**

The fifth character of a Soldier's MOS that identifies qualification in a special skill.

**standardized physical training**

Standardized physical training emphasizes progressive conditioning of the entire body and fosters the development and sustainment of a high state of proficiency and readiness among Soldiers and units throughout the Army.

**unqualified arrival**

A DSC that reports to DSS unable to meet the established criteria of AR 614-200 and this regulation. This includes failing weight standards, service remaining requirements, prerequisites for enrollment, etc.

**U.S. Army Drill Sergeant School**

The physical location the DSC is taught.