Research Note 84-59

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DEVELOPMENT OF A FIRST SERGEANT GUIDEBOOK

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Guidebook
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

This report describes the process used to develop fifty-five (55) job aids and annotated indices which course developers at the First Sergeant School, USASMA will incorporate into a First Sergeant Guidebook.

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BACKGROUND

ARI, under contract with McFann, Gray & Associates, Inc., (MGA) has conducted three years of research on garrison/administrative requirements of Army jobholders which has indicated the utility of job aids.[1] A major research effort of this three year project identified tasks for which job aids would assist in the effective and efficient performance of garrison/administrative duties by level and by position.[2] The research also identified appropriate formats for specific types of job aids. The research team developed prototype job aids which were reviewed by subject matter experts in the Seventh Infantry Division, U.S. Army Sergeants Major Academy (USASMA), Quartermaster School, and Soldier Support Center. USASMA recognized that the First Sergeants job aids could meet a critical need for the First Sergeant Course. Accordingly, USASMA submitted a requirement for the preparation of a First Sergeant Guidebook consisting of relevant job aids systematically organized to facilitate use by the novice First Sergeant.

STATEMENT OF WORK

At the request of the USASMA, and with OMA funding provided to ARI by the USASMA, MGA's contract was modified to allow for the production of 55 job aids listed in Appendix 1. The format for each aid was selected by the USASMA in consultation with ARI and MGA. Where practical, formats were adopted which lend themselves to eventual use in a computerized office management system. Initial working drafts of each job aid were submitted to ARI for a check on readability and internal consistency; after any necessary corrections were made, each job aid was sent to the USASMA for a final review of readability, usability and content accuracy.

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[1] Best, Paul R., and Hiller, Jack H., Development and Evaluation of Management Alternatives, Job Preparation Packages, and Battle Drill Guidelines. Final Technical Report, March 1982.

[2] Elliot, Marsha P., Harden, J.T., Barron, Joseph M., Van Hoose, H., Meliza, L., and Hiller, Jack H., Task 2 Report: Development and Utilization of Job Preparation Packages (JPPs), February 1982.

FIRST SERGEANT GUIDEBOOK

A large number of First Sergeants do not have the opportunity to attend the First Sergeant Course. Yet, on the job, these First Sergeants are confronted with a myriad of requirements for which they are not adequately prepared.

There are over 4200 First Sergeants in the United States Army. Currently, approximately 300 attend the First Sergeant Course annually. It is anticipated that 600 will attend in the United States and Europe in calendar year 1983; 1200 in 1985. Effective non-resident support must be provided to assist the large number of First Sergeants unable to attend the course.

The development of a First Sergeant Guidebook was proposed to address this problem. The Guidebook is comprised of the 55 job aids and annotated indices to guide the inexperienced First Sergeant. This Guidebook will serve both as an aid to uninstructed First Sergeants and as a supplement to the First Sergeant Course, providing a way of supporting academic training in the unit; a link between formal education and on-the-job functioning.

DESCRIPTION

The Guidebook contains 55 job aids, an annotated index, and an annotated index of references. These materials are shown in Appendices 1 through 4.

DEVELOPMENT PROCESS

Research Key Army Literature

The first step in developing each job aid was to research key Army literature, e.g., Regulations, DA Pamphlets, Field Manuals, etc., as they pertain to the task under consideration.

Job Aid Design

The objective of this step was the selection of an appropriate format for job aid development. Considerations included:

- Is this a task or activity? For example, does it encompass a single type operation with a well-defined beginning and ending (task) or is it an aggregate of single type operations of a continuous nature (activity)?

- How can the essential performance requirements be presented in a concise manner?

With concurrence of representatives for the First Sergeant Course and ARI, the following format was used:

- Title

  This is a short title for the specific task for which the aid was developed.

- Considerations

  When this section is included in the format, it is meant to provide significant information and/or considerations that are particularly important to task performance. The specific contents of this section may refer to the "when" or "why" aspects of the task, or may identify exceptions and/or constraints one should consider in performing the task.

- Actions

  The contents of this section conforms to one of three general formats:

A. A listing of steps to follow in using the aid. This usually involves the use of supplementary charts, figures, tables, etc.

B. A listing of steps to follow in order to perform the task itself. This format is used when the aid does not contain supplementary materials.

C. A combination of A and B. This format combines steps to follow in using the aid with steps to follow in actual task performance.

- References

  Primary reference materials are listed by reference number and full title.

ARI Review

As each job aid was developed, it was submitted to the Contract Officer's Representative (COR) for review. The COR checked the aid for readability and internal consistency and returned it to MGA. The aid was revised as appropriate.

USASMA Review

After the job aids were reviewed by ARI and revised as required, they were submitted to the First Sergeant Course developers, USASMA. The USASMA reviewed the aid for readabilty, usability, and content accuracy and returned them to MGA. As the job aids were received, the USASMA comments were integrated into a final product.

Final Product

After all job aids were put into final form, one complete camera-ready set of job aids and annotated indices were submitted to the First Sergeant School for incorporation into the Guidebook they are developing.

APPENDIX 1

LIST OF TASKS/ACTIVITIES
FOR
JOB AID DEVELOPMENT

LIST OF TASKS/ACTIVITIES TARGETED FOR JOB AIDS DEVELOPMENT

1. Conduct Arms Room Inspection.
2. Preparation of Personnel Action (DA Form 4187).
3. Monitor Physical Security Program.
4. Research the Manual for Courts-Martial (MCM).
5. Protect the Rights of an Accused or Suspected Individual (Determine Probable Cause for Search and Seizure.)
6. Organize/Supervise the Unit Trains Area.
7. Maintain Unit SOP.
8. Answer Pay Inquiries from Service Members.
9. Counsel Military Personnel.
10. Provide Input to Changes of Tables of Organization and Equipment (TOE), and Tables of Distribution and Allowances (TDA).
11. Direct Coordination and Preparation of Advance/Quartering Party.
12. Implement and Enforce Unit Communication Security (COMSEC) Procedures.
13. Ensure Administrative Elimination Proceedings are Correctly Followed.
14. Key and Lock Control.
15. Review Equipment Readiness Status.
16. Monitor Unit SQT And CTT Study Program.
17. Recommend Pretrial Confinement to Commander.
18. Supervise Unit On-the-Job-Experience (OJE) Program.
19. Enforce Training Safety Requirements.
20. Conduct Evaluation and Critique of Unit Training.
21. Review DA Form 268 (Report for Suspension of Favorable Personnel Actions).
22. Coordinate Unit Training.

23. Review/Correct Unit Manning Report (UMR).

24. Review EER for Accuracy and Completeness.

25. Supervise Local Area Security (Defensive Operations).

26. Conduct NCO Calls.

27. Spot Check Vehicles for Preventive Maintenance Indicators.

28. Recommend Personnel for MOS Reclassification.

29. Implement Tactical Cover and Deception Plans.

30. Evaluate Operations Orders for Impact on Unit Capabilities.

31. Monitor Awards and Decorations Program for Enlisted Personnel.

32. Maintain Duty Roster (DA Form 6).

33. Monitor Administrative Preparation of Record of Proceedings Under Article 15, UCMJ.

34. Displace Unit From One Location to Another by Road.

35. Plan and Implement Field Sanitation Activities.

36. Evaluate Effectiveness of Troop Mess Facility.

37. Initiate/Monitor Administrative Actions.

38. Conduct Personnel Asset Inventory (PAI) with Commander.

39. Make Recommendations Regarding Reports of Survey, Statement of Charges, and Cash Collection Vouchers.

40. Monitor Supply Operations.

41. Recommend Appropriate Disciplinary Action to Commander (Judicial, Non-Judicial, and Non-Punitive).

42. Instruct NCOs on Relationships Between Soldier's Manuals, ARTEPs, and The Army's Skill Evaluation Programs.

43. Supervise Preparation of Bivouac Area.

44. Establish Noncommissioned Officer's Development Program.

45. Weight Control Program.

46. Review DA Form 2475-2, Personnel Data - SIDPERS.

47. Review Personnel Strength Zero Balance Report (PZB).

48. Prepare/Review Accident Report (DA Form 285).

49. Prepare/Review Replies to Letters of Indebtedness.

50. Plan and Monitor Unit Physical Training Program.

51. Unit Maintenance Management Program.

52. Initiate Family Care Plan.

53. Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).

54. Establish and Monitor Unit NBC Program.

55. Fraternization and Sexual Harassment Program.

APPENDIX 2

FIFTY-FIVE (55) COMPLETED JOB AIDS

CONDUCT ARMS ROOM INSPECTION

SUMMARY: To develop an Arms Room Inspection checklist.

CONSIDERATIONS:

- Different facilities and locales may have different arms room security requirements.
- Security publications change rapidly.
- Command supplements impose changed or additional requirements.

ACTIONS: Use Table 1. as a guide in formulating a checklist which is appropriate for your facility and locale.

REFERENCES: AR 190-11, Physical Security of Arms, Ammunition, and Explosives, 15 OCT 81.

FM 19-30, Physical Security, 1 MAR 79.

DoD 5100.76-M, Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives.

CONDUCT ARMS ROOM INSPECTION

ITEMS	REMARKS
1. WAIVER/EXCEPTION a. Granted in writing, for specific requirements. b. Stated requirements complied with. c. Required enclosures attached. d. Current.	
2. ARMS STORAGE BUILDING a. Walls, roof, and ceiling meet prescribed specifications. b. Windows and doors meet prescribed specifications c. Posted as a restricted area. d. Locks and locking bars properly used. e. Adequate lighting (outside and inside).	

ITEMS	REMARKS
3. ARMS STORAGE ROOM a. Prevention of unobserved access b. Posted as a restricted area. c. Windows and doors meet prescribed specifications. d. Triple barrier protection provided. e. Approved locking devices used. f. Locking procedures established and followed. g. Temporary storage areas under surveillance.	
4. ARMS RACKS AND CONTAINERS a. Approved locking devices. b. Removal from storage area. c. Meets construction standards.	

TABLE 1: AREAS OF CONCERN IN CONDUCTING ARMS ROOM INSPECTION

CONDUCT ARMS ROOM INSPECTION

ITEMS	REMARKS	ITEMS	REMARKS
d. Prevent removal of weapon or any part of weapon by partially disassembling it.		6. KEY AND LOCK CONTROL a. Separated from other keys. b. Protected from unauthorized access. c. Access roster available and in use. d. Number of keys held to minimum necessary. e. Transfer of custody recorded. f. Custody change records maintained. g. Use of master keys controlled. h. Lost, misplaced, or stolen keys reported and investigated. i. Custodian appointed. j. Key control register used. k. Key and lock inventories conducted.	
5. ADMINISTRATIVE CONTROL PROCEDURES ESTABLISHED AND FOLLOWED a. Property records show serial numbers of each weapon. b. Scheduled and unscheduled serial number inventories. c. Weapon cards issued and used. d. Weapon receipt register used. e. Established procedures for issuing during emergencies. f. Periodic security checks are conducted g. Individuals periodically briefed about loss of weapons and ammunition.			

TABLE 1: (Continued)

CONDUCT ARMS ROOM INSPECTION

ITEMS	REMARKS
m. Keys and locks rotated as required. n. Only authorized tools located in vicinity of arms storage area.	
7. AMMUNITION AND EXPLOSIVES a. Storage authorized by higher headquarters. b. Posted as a restricted area. c. Storage containers adequate and secured. d. Inventories of loose rounds and banded containers conducted. e. Stocks separated and identified by unit when facility is shared. f. Safety requirements complied with.	
8. PRIVATELY OWNED WEAPONS a. Separated from military weapons.	
b. Secured in storage containers. c. Controlled by receipt. d. Written approval to withdraw. e. State and local laws regarding registration complied with. f. Personnel briefed on possession and use of privately owned weapons. g. Unannounced inspections conducted.	
9. LOSS, THEFT, AND RECOVERY OF WEAPONS, AMMUNITION, AND EXPLOSIVES. a. Losses, thefts and recoveries recorded and reported. b. PMO notification procedures established. c. Report of survey initiated as appropriate.	

TABLE 1: (Continued)

ITEMS	REMARKS
10. INTRUSION DETECTION SYSTEMS a. Installed or requested. b. Operation and maintenance SOP adhered to. c. Adequate for unit needs. d. System is protected from vandalism, tampering, or other interference. e. Maintained by properly cleared personnel. f. Records of alarms maintained. g. Testing procedures established. h. Spare parts adequate.	

TABLE 1: (Continued)

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

SUMMARY: Use DA Form 4187 to: (1) report duty status changes which impact on pay entitlements, and (2) recommend approval or disapproval of requests for various personnel actions (see sample form at Figure 1).

CONSIDERATIONS:

- Report Duty Status Changes
  - o An individual's status has changed from "Present for Duty" to some other status or from some other status to "Present for Duty."
- Request For Personnel Action
  - o Will this action effect the unit's ability to perform its mission?
  - o Does the soldier's supervisor approve of the action?
  - o Is the soldier qualified/eligible for the action requested?
  - o Is the DA Form 4187 the appropriate form for processing this action?

ACTIONS:

1. Report Duty Status Changes
   - Select appropriate status change statements from Table of Duty Status Changes (Table 1).
   - Determine if additional remarks are required in Section IV, DA Form 4187.
   - Enter duty status change statements and additional remarks as appropriate.
   - Check DA Form 4187 for accuracy and completeness
2. Request For Personnel Action
   - Locate action requested in Table of Personnel Actions (Table 2).

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

- Note the publication number(s) in the "Publication Number" Column in Table 2.
- Using the publication numbers, locate the publication titles (if necessary) in the Table of References (Table 3).
- Use reference(s) to determine individual's qualification/eligibility.
- Check DA Form 4187 for accuracy and completeness.
- Recommend approval/disapproval.

REFERENCES: AR 680-1, Unit Strength Accounting and Reporting, 1 JUN 82.

DA PAM 600-8, Military Personnel Management and Administrative Procedures, 1 MAR 82.

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

PERSONNEL ACTION

For use of this form, see AR 680-1; the proponent agency is MILPERCEN.

DATA REQUIRED BY THE PRIVACY ACT

Authority: Title 5, section 3012; Title 10, U.S.C. E.O. 9397. Principal Purpose: Use by service member in accordance with DA Pamphlet 600-8 when requesting a personnel action on his/her own behalf *(Section III)*. Routine Uses: To initiate the processing of a personnel action being requested by the service member. Disclosure: Voluntary. Failure to provide Social Security Number may result in a delay or cancellation of the request for personnel action.

THRU: *(Include ZIP Code)*	TO: *(Include ZIP Code)*	FROM: *(Include ZIP Code)*
		COMMANDER

SECTION I - PERSONAL IDENTIFICATION

NAME *(Last, first, MI)*	GRADE OF RANK/PMOS *(Enl only)*	SOCIAL SECURITY NUMBER

SECTION II - DUTY STATUS CHANGE *(Proc 9-1, DA Pam 600-8)*

The above member's duty status is changed from _____

_____ to _____

_____ effective _____ hours, _____ 19 ___

SECTION III - REQUEST FOR PERSONNEL ACTION *(DA Pam 600-8)*

I request the following action:

	TYPE OF ACTION	Procedure		TYPE OF ACTION	Procedure
	Service School *(Enl only)*	3-10		Reassignment Married Army Couples	3-32
	ROTC or Reserve Component Duty	3-12		Reclassification	3-46
	Volunteering For Overseas Service	3-14		Leave - Excess/Advance/Outside CONUS	4-8
	Ranger Training	3-15		Officer Candidate School	4-10
	Reasgmt Extreme Family Problems	3-16		Change of Name/SSN/DOB	4-11
	Exchange Reassignment *(Enl only)*	3-18		Identification Card	4-23
	Airborne Training	3-19		Identification Tags	4-24
	Special Forces Training/Assignment	3-22		Asgmt of Pers with Handicapped Dependents	4-28
	On-the-Job Training *(Enl only)*	3-23		Separate Rations	9-1
	Retesting in Army Personnel Tests	3-25		Other *(Specify)*	

SIGNATURE OF MEMBER *(When required)* | DATE

SECTION IV - REMARKS *(Applies to Sections II, III, and V)* *(Continue on separate sheet)*

SECTION V - CERTIFICATION/APPROVAL/DISAPPROVAL

I certify that the duty status change *(Section II)* or that the request for personnel action *(Section III)* contained herein -

☐ HAS BEEN VERIFIED ☐ RECOMMEND APPROVAL ☐ RECOMMEND DISAPPROVAL

☐ IS APPROVED ☐ IS DISAPPROVED

COMMANDER/AUTHORIZED REPRESENTATIVE	SIGNATURE	DATE

DA FORM FEB 81 4187 EDITION OF 1 MAY 74 WILL BE USED UNTIL EXHAUSTED. DA FORM 4187-R, (PRIVACY ACT STATEMENT), 30 SEP 75, IS OBSOLETE. COPY 1

FIGURE 1: SAMPLE DA FORM 4187

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

FROM	TO	*Remarks Section IV
PRESENT FOR DUTY	AWOL	NO
	Permissive TDY	NO
	Hospital	YES
	Confined Mil. Auth.	YES
	Confined Civ. Auth.	YES
	DFR	YES
	Deceased	YES
	Prisoner	YES
	Interned	YES
	Missing	YES
ORDINARY LEAVE	Permissive TDY	NO
	Hospital	YES
	Confined Mil. Auth.	YES
	Confined Civ. Auth.	YES
	AWOL	NO
AWOL	Present For Duty	YES
	Confined Mil. Auth.	YES
	AWOL Hands of Civ. Auth.	YES
	DFR (Deserter)	YES
	Hospital	YES
	Deceased	YES
	Prisoner	YES
	Interned	YES
	Missing	YES
TDY	Permissive TDY	NO
	Hospital	YES
	AWOL	NO
	Confined Mil. Auth.	YES
	Confined Civ. Auth.	YES
	Deceased	YES
CONFINED MILITARY OR CIVILIAN AUTHORITY	Present For Duty	YES
	AWOL	YES
	Hospital	YES
	Deceased	YES
PERMISSIVE TDY	Present For Duty	NO
	AWOL	NO
	Hospital	YES
	Confined Mil/Civ. Auth.	YES
	Deceased	YES
INTRANSIT-IN	Assigned not Joined (ASNJ)	YES
ASSIGNED NOT JOINED (ASNJ)	AWOL	YES
	Revocation of Arrival (REVA)	YES
	Hospital	YES
	Confined Mil. Auth.	YES
	Confined Civ. Auth.	YES
	Deceased	YES
	Prisoner	YES
	Interned	YES
	Missing	YES

*For Appropriate remarks, see DA PAM 600-8

TABLE 1: DUTY STATUS CHANGES

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

	Publication Number See Table 3 for Titles
A. DUTY STATUS CHANGES	
1. Leave and pass	AR 630-5
2. AWOL and Desertion	AR 190-9 AR 635-200
3. Return to Military Control of AWOL and Deserter Personnel	AR 630-10
4. Casualty Reporting	AR 600-10
B. SCHOOLS	
1. Application for language training	AR 611-6
2. Application for Service School attendance	AR 600-200 AR 604-15 AR 611-201
3. Application for RANGER training	DA Pam 351-4
4. Application for airborne training	AR 614-110 AR 614-200
5. Explosive ordnance disposal training and assignment	AR 614-200
6. Special Forces training and assignment	AR 614-162
7. Drill Sergeant Career Development Program	AR 614-200
8. Noncommissioned Officers Logistics Program	AR 614-200
9. Army Bands Career Program	AR 229-90 AR 614-200
10. Enlisted Club Management Career Program	AR 230-60 AR 611-201 AR 614-200
11. Enlisted Automatic Data Processing Career Program	AR 614-200

TABLE 2: PERSONNEL ACTIONS

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

	Publication Number See Table 3 for Titles
12. Personnel Specialty Career Program	AR 614-200
13. Officer Candidate School Application	AR 351-5 DA Pam 601-1
C. REASSIGNMENT/ASSIGNMENT	
1. Assignment to duty with ROTC or Reserve Components	AR 614-200 AR 614-101 AR 621-101
2. Volunteering for overseas service	AR 614-30
3. Reassignment-exchange	AR 614-200
4. Reassignment of married couples	AR 614-200 AR 614-101
5. Reassignment-extreme family problems	AR 614-6 AR 601-100 AR 614-100
6. Assignment of personnel with exceptional family members	AR 40-3 AR 611-201 AR 614-101 AR 614-200 AR 614-203
7. Assignment as instructors at Uniformed Service School	AR 614-200
8. Assignment to certain organizations and agencies (DNA, DIS, INSCOM, OACSI, MSACC, 572dMPCO, 1/3 IN)	AR 614-200
9. Assignment to Armed Forces Examining and Entrance Station (AFEES)	AR 601-270 AR 614-200
D. ENLISTED PERSONNEL MANAGEMENT SYSTEM	
1. Reclassification of enlisted personnel	AR 600-200
2. Career Progression MOS (Enlisted Personnel)	AR 600-200 AR 611-201
3. Certification, reporting and recording on the job experience.	AR 351-1 AR 600-200

TABLE 2: (Continued)

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

	Publication Number See Table 3 for Titles
E. MISCELLANEOUS	
1. Processing applications for On-The-Job Training.	AR 600-200
2. Retesting in Army Personnel Tests	AR 611-5
3. Testing with Defense Language Aptitude Battery	AR 611-6
4. Personnel Selection and Classification Interview	AR 614-103 AR 614-200 AR 140-192
5. Sole Surviving Son or Daughter Status	AR 614-200 AR 614-100
6. Military ID Tags	AR 606-5
7. Request for accelerated payment of selected reenlistment Bonus, (Hardship or Compassionate).	AR 600-200
8. Temporary deferment from overseas assignment	AR 612-2 AR 614-6 AR 614-30 AR 614-101
9. Appointment of commissioned and Warrant Officers in the Regular Army	AR 601-100 DA Cir 611 ser.
10. Extension of enlistments and current periods of active duty.	AR 601-280
11. Dependency or hardship separation	AR 635-200
12. Voluntary retirement of enlisted personnel	AR 635-200

TABLE 2: (Continued)

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

PUBLICATION NUMBER	TITLE
AR 40-3	Medical, Dental and Veterinary Care
AR 140-192	Organization, Training, Assignment and Retention for Military Intelligence, Signals Intelligence, Electronic Warfare and Signal Security Units
AR 190-9	Military Absentee and Deserter Apprehension Program
AR 229-90	Army Bands
AR 230-60	The Management and Administration of the US Army Club System
AR 351-1	Individual Military Education and Training
AR 351-5	Army Officer Candidate School
AR 600-10	The Army Casualty System
AR 600-200	Enlisted Personnel Management System
AR 601-100	Appointment of Commissioned and Warrant Officers in the Regular Army
AR 601-270	Armed Forces Examining and Entrance Stations
AR 601-280	Army Reenlistment Program
AR 604-15	Security Clearance of Personnel for Attendance at Continental United States (CONUS) Service Schools
AR 606-5	Identification Cards, Tags and Badges
AR 611-5	Army Personnel Tests
AR 611-6	Army Linguist Program
AR 611-201	Enlisted Career Management Fields and Military Occupational Specialties
AR 612-2	Preparing Individual Replacements for Overseas Movement (POR)

TABLE 3: TABLE OF REFERENCES

PREPARATION OF PERSONNEL ACTION (DA FORM 4187)

PUBLICATION NUMBER	TITLE
AR 614-6	Permanent Change of Station Policy
AR 614-30	Oversea Service
AR 614-100	Assignment, Details, and Transfers - Officers
AR 614-101	Officer and Warrant Officer Reassignment Policy
AR 614-103	Selection and Assignment of Officers in Military Intelligence
AR 614-110	Assignment of Airborne Officers and Processing Volunteers for Training
AR 614-162	Selection, Training, and/or Assignment of In-Service Officer Volunteer to Special Forces Organizations
AR 614-200	Selection of Enlisted Soldiers for Training and Assignment
AR 614-203	Assignment of Personnel with Physically, Emotionally or Intellectually Handicapped Dependents
AR 621-101	Advanced Degree Program for ROTC Instructor Duty
AR 630-5	Leave, Passes, Administrative Absence and Public Holidays
AR 630-10	Absence Without Leave and Desertions
AR 635-200	Personnel Separations - Enlisted Personnel
DA PAMPHLETS	
351-4	US Army Formal Schools Catalog
601-1	The OCS Story
DA CIRCULARS	
601 Ser.	Personnel Procurement
611 Ser.	Personnel Selection and Classification

TABLE 3: (Continued)

MONITOR PHYSICAL SECURITY PROGRAM

SUMMARY: Determine adequacy of security measures, inspect for compliance, and monitor/supervise security education activities.

CONSIDERATIONS:

- A comprehensive and effective security program is a mandatory requirement.
- Specific measures and training activities must be tailored to local requirement.

ACTIONS:

1. Use accompanying flowchart to identify specific area of interest.
2. Select appropriate aid to identify requirements, inspect and/or supervise training.

REFERENCES:

FM 19-30, Physical Security, 1 MAR 79.

AR 190-13, The Army Physical Security Program, 23 AUG 74.

AR 190-51, Security of Army Property at Unit and Installation Level, 1 AUG 78.

FM 30-17, Counterintelligence Operations, 24 JAN 72.

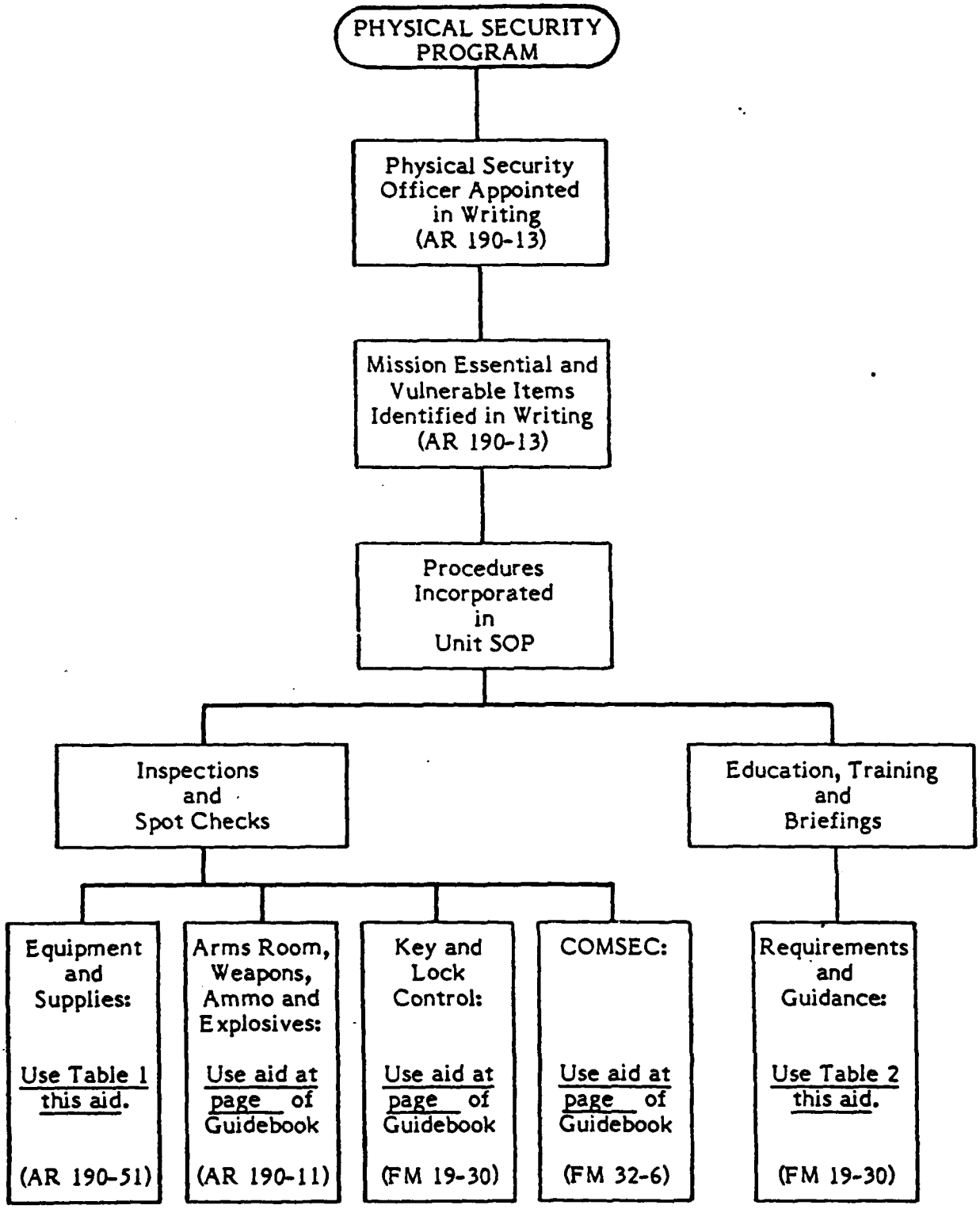
AR 190-11, Physical Security of Arms, Ammunition, and Explosives, 15 OCT 81.

AR 380-5, Department of the Army Information Security Program, 1 NOV 81.

AR 381-12, Subversion and Espionage Directed Against U.S. Army (SAEDA), 1 JUL 81.

FM 32-6, SIGSEC Techniques, 18 FEB 77.

MONITOR PHYSICAL SECURITY PROGRAM



PHYSICAL SECURITY PROGRAM FLOWCHART

MONITOR PHYSICAL SECURITY PROGRAM

AREA/ITEM	CHECK
ADMINISTRATIVE AND HOUSEKEEPING SUPPLIES AND EQUIPMENT	
1. Furniture and mess equipment • Secure all buildings or rooms in which these items are located. (A permanently assigned individual must be present at all times when the facility is being utilized.) • Secure dayrooms or similar common areas primarily used during non-duty hours by one of the following: - Control access. - Sign for keys to facility. - CQ/NCO periodically check the facility. • A permanently assigned individual should be present when facility is used. 2. Office machines • Secure all buildings/rooms when a permanently assigned individual is <u>not</u> present. • Secure small lightweight items in locked desk drawer or cabinet. 3. Expendable/consumable supplies • Secure items not yet issued in cabinets, containers, room or building. - Control all keys and locks. - Secure DA Forms 3733-R "SSSG Identification and credit authorization cards or plates" in a locked container and control access. • Store repair parts in a single area readily accessible to maintenance/supply personnel. • Secure <u>portable</u> repair parts by one of the following: - Locked, separate room/building. - Locked steel cage, built-in container, or free standing container large and heavy enough to be non-portable.	

TABLE 1: PHYSICAL SECURITY OF EQUIPMENT AND SUPPLIES

MONITOR PHYSICAL SECURITY PROGRAM

AREA/ITEM	CHECK
REPAIR PARTS	
• Secure non-portable repair parts in a secured building or room. • Control keys, locks, and access to repair parts storage areas. • Secure designated items as pilferable by AMDF by: - Taking an inventory of items at least quarterly. (If there is no history of loss/theft of pilferable items, the inventory may consist of a random sample by line items.) - Reviewing stock accounting records at least monthly (by an officer or NCO). - Devising an informal log to record all items not controlled by line item accountability. • Separate portable, pilferable items from other stock. • Appoint a custodian to receive, account for, and issue all pilferage coded items.	
ORGANIZATIONAL EQUIPMENT	
1. Compasses, binoculars, flashlights, watches, and other small items considered useful in a non-military environment will be provided additional security. • Consolidate storage. • Store under a double lock and key protection from the vision of the public. 2. Communications/electronics; test, measurement, and diagnostic equipment; and other high value precision equipment and components.	

TABLE 1: (Continued)

MONITOR PHYSICAL SECURITY PROGRAM

AREA/ITEM	CHECK
• Provide double barrier protection when items are not in use. - Secure items in locked cabinet, drawer, locked vehicle/van, armored vehicles within a secured building/motor pool. - Limit access and types of equipment in storage area. - Devise a sign-in/sign-out log for small portable items not issued on a hand receipt. - Control all keys and locks. - Permanently fasten item to the internal structure of a building.	
CLOTHING AND EQUIPMENT	
• Mark issued clothing items IAW AR 700-84. • Secure individual clothing and equipment in open barracks by (options determined by the Commander): - Locking wall locker or foot locker. - Locking duffle bags secured to building or furniture. - Securing locked duffle bags in a locked room (e.g., supply). - Providing a barracks guard during duty hours and a CQ during non-duty hours.	

TABLE 1: (Continued)

MONITOR PHYSICAL SECURITY PROGRAM

AREA/ITEM	CHECK
SUBSISTENCE ITEMS	
• Secure subsistence storage facilities at all times when entrances/exits are not supervised by a permanently assigned individual. • Control all keys and locks to buildings. • Limit/restrict access to storage areas of subsistence items. • Secure operational rations on parked vehicles in a container or provide a unit guard. • Inspect shipping containers and cases, and ensure they are empty. Flatten boxes for disposal prior to removal of containers from the facility. • Locate personnel lockers in a designated area away from loose or broken food stuff.	
VEHICLES AND MOTOR POOL	
• Secure all Army vehicles in non-combat areas. • Lock commercial vehicles using installed door/ignition locking devices. • Lock tactical vehicles by chaining steering wheel and lock with padlock. • Secure spare tires with locks. For vehicles that cannot be secured IAW the above: • Immobilize the steering mechanism, clutch and/or brake. • Provide a guard in the motor pool during non-duty hours.	

TABLE 1: (Continued)

MONITOR PHYSICAL SECURITY PROGRAM

AREA/ITEM	CHECK
- Roving guards may be used - must check the area not less than once every 2 hours. • Secure vehicles in garages and work sheds. • Equipment boxes locked and secured to vehicles. • Control the entrances and exits to the motor pool. • Control all keys and locks to vehicles and equipment.	
POL PRODUCTS	
• Lock POL pumps and turn off electrical power when personnel authorized to dispense the products are not present. • Secure POL tank trucks by: - Locking hatch covers. - Locking manifold access doors. - Securing manifold valve with a transportation seal if manifold access door cannot be locked. - Locking fuel pods on vehicles and M561 vehicle tanks with padlock. - Parking fuel carrying vehicles in motor pools that are lighted and protected by locked perimeter barriers, or provide guards. - Securing POL products not on board a vehicle by one of the following: a. Place in a structure or area protected by lighting and perimeter barriers/fences. b. Provide guards during non-duty hours.	

TABLE 1: (Continued)

MONITOR PHYSICAL SECURITY PROGRAM

AREA/ITEM	CHECK
TOOLS AND SHOP EQUIPMENT	
• Secure all toolsets and toolkits with a key operated tumbler-type padlock. • Secure portable items in: - Locked building, room, vehicle equipment box. - Locked built-in cabinet bin or drawer, wall-locker, desk drawer. - Containers chained and locked to building structure. - Locked CONEX container. • Devise a sign-in/sign-out receipt log for common tools and portable shop equipment not on hand receipt to a user. • Control access to tools and shop equipment. • Control all keys and locks.	
AUDIOVISUAL AND PHOTOGRAPHIC EQUIPMENT AND TRAINING AIDS	
• Secure items in a locked container in a sound room, dark room, classroom, or some other secure room or building. • Control access to facilities.	

TABLE 1: (Continued)

MONITOR PHYSICAL SECURITY PROGRAM

ACTIVITY	REQUIREMENT	REFERENCES
Security Education (General)	General orientation on need for and dangers to security, and the individual's responsibility in preventing infractions. Includes discussion of hazards common to all personnel and definition of general security measures in effect. Should be applicable to both the geographic location and the nature of the individual's duty assignment. Should include measures for: (1) physical security; (2) security of classified intelligence information; (3) communications security; (4) prevention/detection of subversion, sabotage, terrorism and espionage; and (5) crime prevention. Initial orientations/indoctrinations conducted as soon as possible after arrival of new personnel. Refresher training is conducted periodically in conjunction with other training activities. Special briefings conducted prior to, or in anticipation of, special or particularly sensitive operations/activities. Debriefings conducted when a person who has had access to classified information leaves the command.	FM 19-30 FM 30-17 Local Supplements
Indoctrination: Classified Intelligence Information and Materials	For all personnel authorized or expected to be authorized access to classified information. Initial, upon assignment; refresher, at least once annually; special, prior to travel to or through areas of special concern; debriefing upon termination of employment or absence from duty or employment for sixty days or more. Usually conducted by unit/command security manager. All briefings/orientations/debriefings should be recorded IAW local policy and AR 380-5.	AR 380-5 Ar 381-12 Local Supplements

TABLE 2: SECURITY EDUCATION, TRAINING AND BRIEFING

MONITOR PHYSICAL SECURITY PROGRAM

ACTIVITY	REQUIREMENT	REFERENCES
SAEDA Briefings	For all DA personnel. Conducted annually. Normally presented by qualified CI personnel. Prepared specifically for a particular audience and geographic area. Special briefings for persons: (1) scheduled to travel to or through areas of special concern or to meetings in which representatives of Communist-controlled countries are likely to participate; (2) having close relatives residing in areas of special concern; (3) scheduled to travel in an area where there is reason to believe that a hostage situation exists or may develop. Reporting of actual or suspected incidents is mandatory. Briefings should be recorded IAW local policy.	AR 381-12
Crime Prevention	Include in general security orientations. Purpose is to eliminate or neutralize factors that cause individuals to commit criminal acts and that remove or minimize opportunities for committing such acts. Local Provost Marshal's office may assist.	AR 190-13

TABLE 2: (Continued)

RESEARCH THE MANUAL FOR COURTS-MARTIAL (MCM)

SUMMARY: Locate needed information in the Manual For Courts-Martial.

CONSIDERATIONS:

- Subject of interest must be narrowed to a legal term or phrase.
- Assistance may be obtained from the JAG office.

ACTIONS: Use the process shown at Figure 1 to locate information.

1. Select the **KEY** word or words that describes the information you want to find.
2. Locate the key word(s) in the **TABLE OF CONTENTS** or alphabetized **INDEX.**
3. Determine **WHERE** in the manual your information is located.
4. Turn to the page and/or paragraph and **GET** your information. (See example at Figure 2.)

REFERENCE: Manual for Courts Martial United States (Revised Edition).

RESEARCH THE MANUAL FOR COURTS-MARTIAL (MCM)

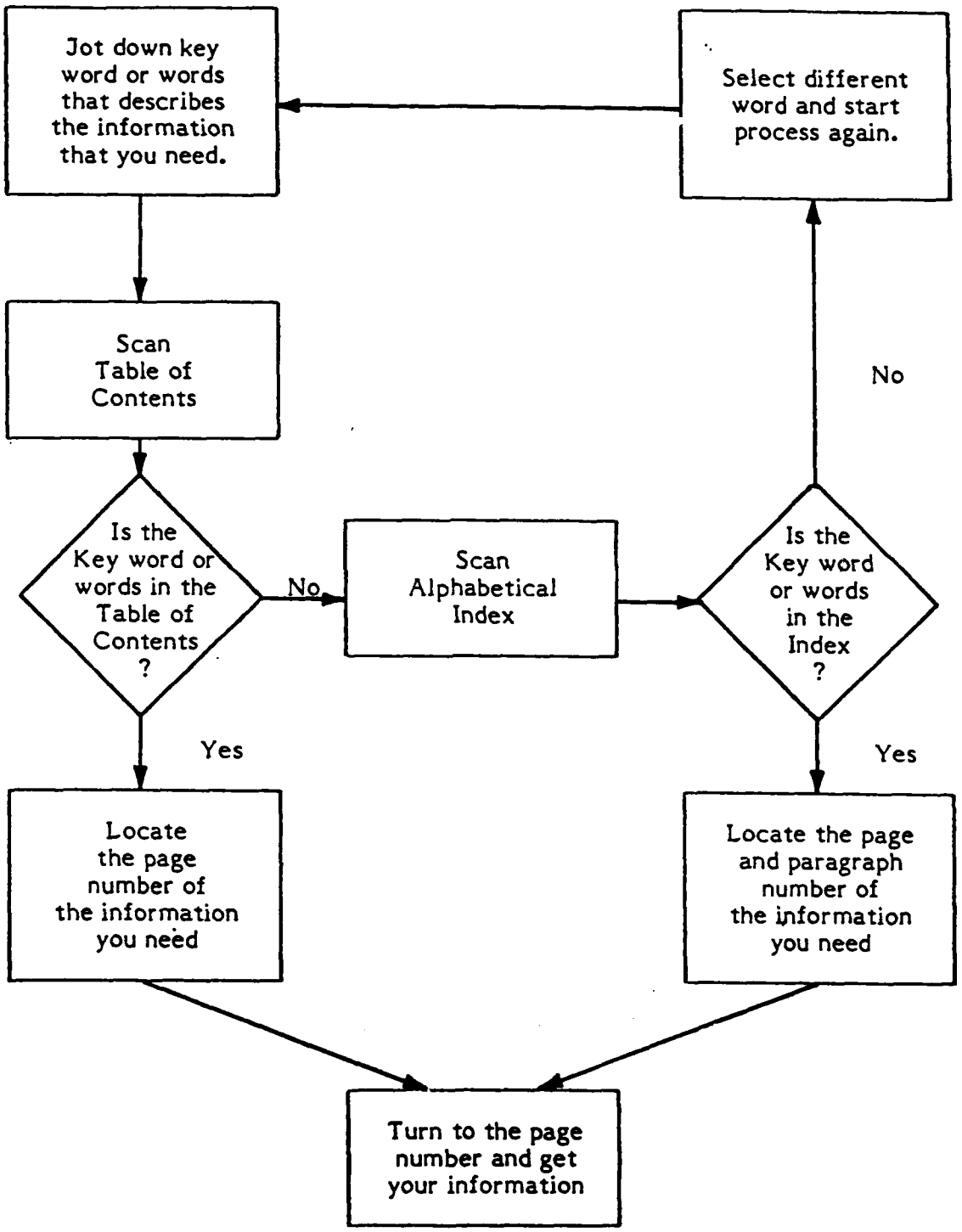


FIGURE 1: FLOWCHART OF THE PROCESS

PROTECT THE RIGHTS OF AN ACCUSED OR SUSPECTED INDIVIDUAL, DETERMINE PROBABLE CAUSE FOR SEARCH AND SEIZURE

SUMMARY: Preserve an accused/suspected service member's (SM) fundamental rights during apprehension, questioning, and search and seizure.

CONSIDERATIONS: An accused or suspected service member has certain fundamental rights which must be protected:

- PRESUMPTION OF INNOCENCE. An individual is innocent until proven guilty in a court of law.
- PROTECTION AGAINST UNREASONABLE SEARCH AND SEIZURE. Evidence found during unreasonable searches cannot be used in a trial.
- KNOWLEDGE OF RIGHTS GUARANTEED UNDER ARTICLE 31, UCMJ, AND RIGHT TO COUNSEL. SM must be informed of Article 31 rights and right to counsel.
- PROMPT ACTION ON OFFENSES. SM must be notified of charges and brought to trial as soon as possible.
- RIGHT TO TRIAL BY ADVERSARY SYSTEM. SM has the right to defense counsel, and to defend him or herself.

ACTIONS:

1. PROTECT SM'S RIGHTS DURING APPREHENSION.

   - If you have facts which reasonably indicate the SM has committed or is committing a crime, apprehend the SM. See Figure 1.
   - Inform the SM of his/her rights.
     - o Read Article 31 statement of rights to SM. See DA Form 3881, Soldier's Manual Skill Level 5, or GTA 19-6-3, (which is a handy pocket card for easy reference).
     - o Make sure SM understands his/her rights.
     - o Ask SM if he/she wants a lawyer.
     - o Ask SM if he/she wants to answer any questions or make a statement.

PROTECT THE RIGHTS OF AN ACCUSED OR SUSPECTED INDIVIDUAL, DETERMINE PROBABLE CAUSE FOR SEARCH AND SEIZURE

- Fill out a DA Form 3881, Rights Warning Procedure/Waiver Certificate.

2. PROTECT SM'S RIGHTS DURING QUESTIONING.

   - Fill out the portion of DA Form 3881 which pertains to questioning. Do not ask any questions unless SM has agreed in writing to answer the questions.

   - Question the SM. If the SM has agreed to answer questions, he/she has the right to stop answering questions at any time and consult a lawyer.

3. PROTECT SM'S RIGHTS DURING SEARCH AND SEIZURE. There are three ways in which a company commander may lawfully seize the property of a SM in the unit. If the correct procedures are not followed, the search is not lawful.

   - Lawful search and seizure. See Figure 2 to determine whether a search is lawful.

   - Inspections. The inspection must have a legitimate purpose (readiness, health and welfare, etc.) and cannot be a trick or false excuse to conduct what is really an unlawful search. An inspection must not be based on a belief that a crime has been committed. Evidence of criminal conduct discovered during a legal inspection can be used in a trial, but if the inspection is not legitimate, the evidence will not be allowed. NOTE: Inspections to discover contraband such as drugs are permissible, but any contraband discovered will probably not be used as evidence in a court martial.

   - Inventories. When a soldier is AWOL, about to be confined, or detained by civilian authorities, an inventory of the soldier's personal belongings is required. Evidence uncovered during this inventory is admissible in a court martial.

PROTECT THE RIGHTS OF AN ACCUSED OR SUSPECTED INDIVIDUAL, DETERMINE PROBABLE CAUSE FOR SEARCH AND SEIZURE

REFERENCES:

FM 7-11B5, Soldier's Manual, Skill Level 5, 5 SEP 79.

FM 27-14, Legal Guide for the Soldier, 23 MAY 80.

FM 27-1, Legal Guide for Commanders, 18 MAY 81.

GTA 19-6-3, How to Inform Suspected/Accused Individuals of their Rights.

Manual for Courts Martial (Revised Edition).

DA Form 3881, Rights Warning Procedure/Waiver Certificate.

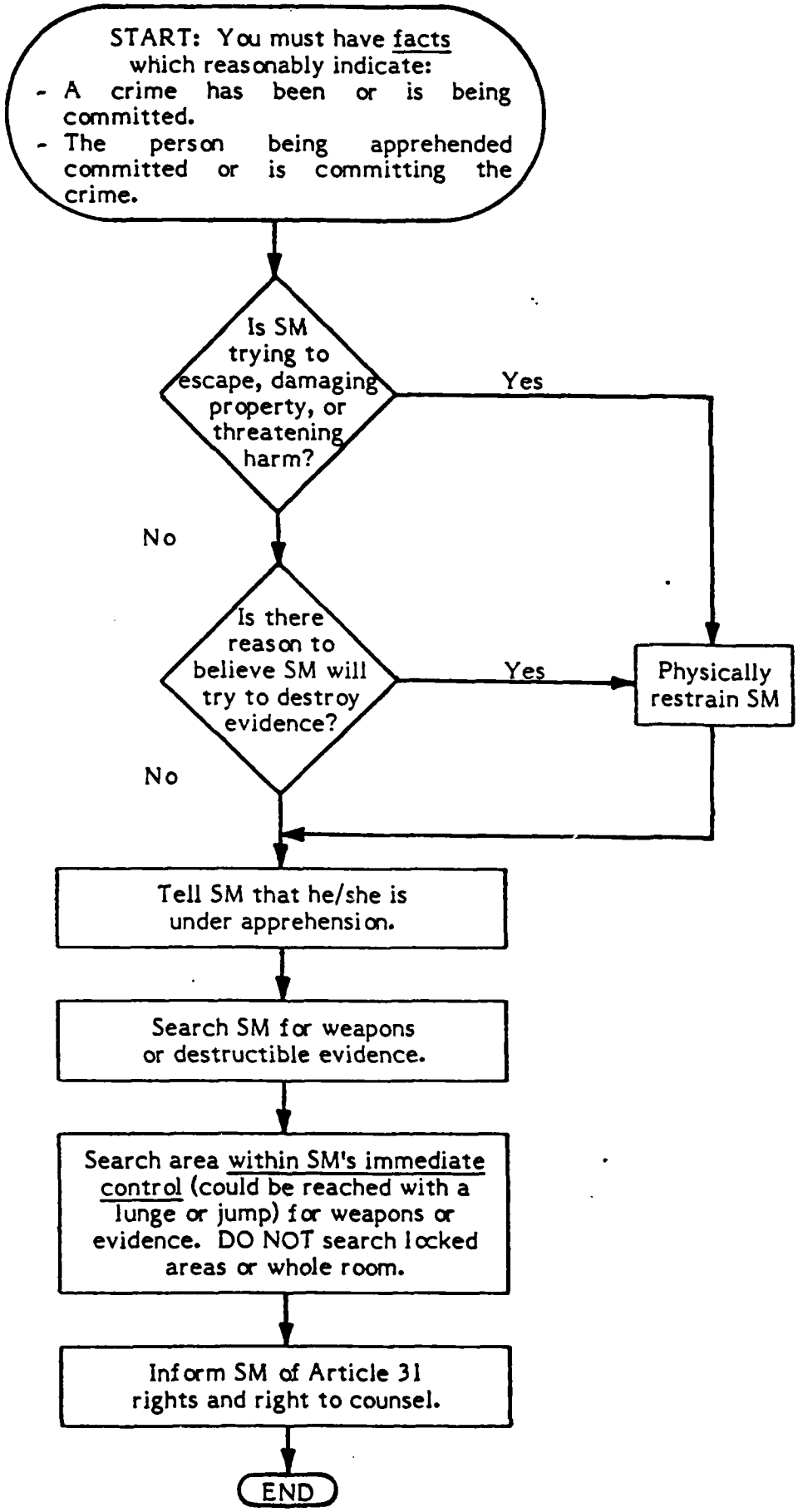
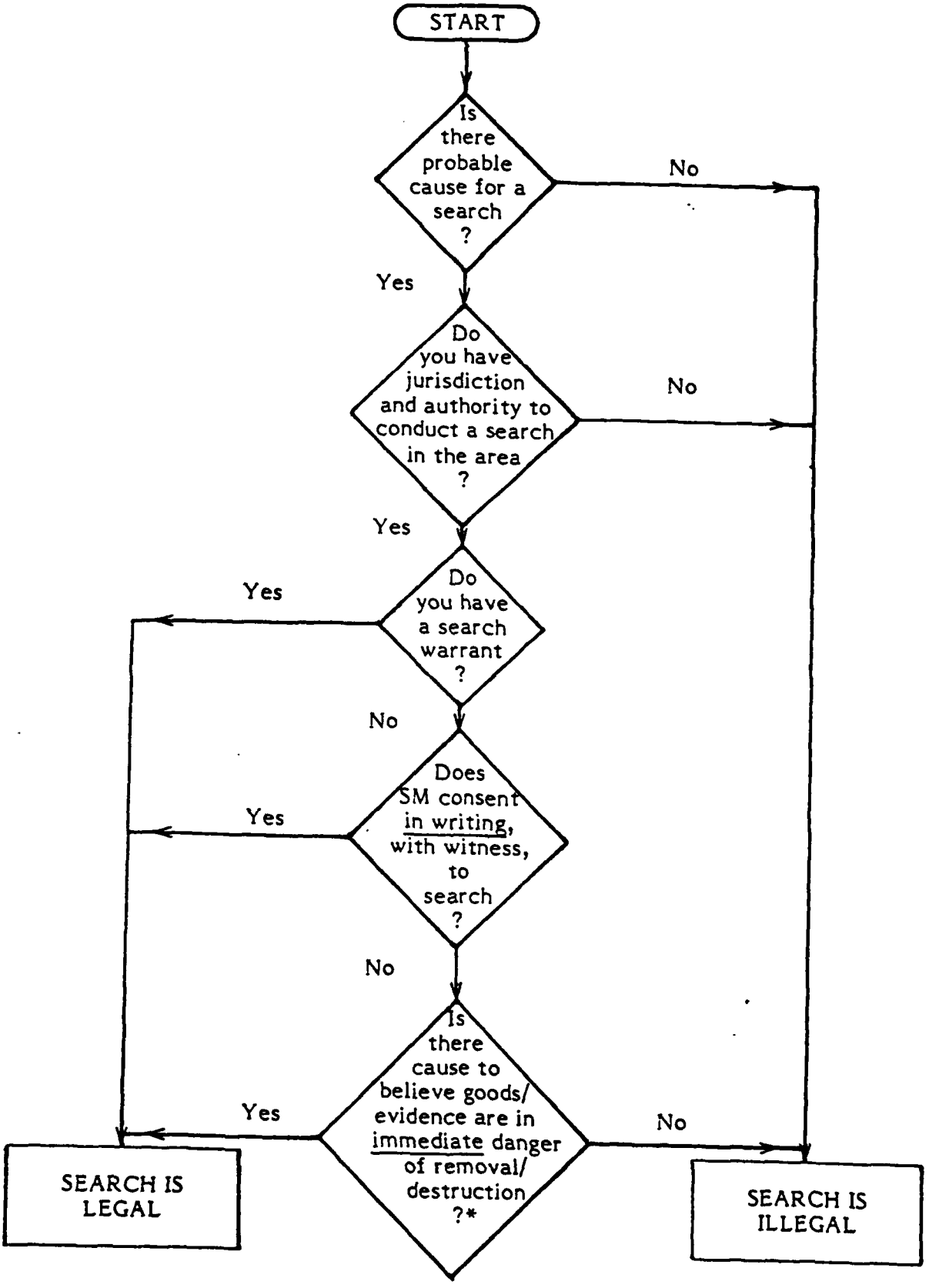


FIGURE 1: APPREHENSION



*Very difficult to justify. Use as a last resort only.

FIGURE 2: SEARCH AND SEIZURE

ORGANIZE/SUPERVISE THE UNIT TRAINS AREA

SUMMARY: Organize company trains area to ensure that the trains can perform their mission, provide their own limited security and maintain tactical discipline.

CONSIDERATIONS:

- When task forces are formed and displaced, companies move to their new location with unit trains which include the appropriate POL, ammunition, medical and food service elements.
- Activities conducted by company trains:
  - o Distribution of supplies.
  - o Organizational maintenance of vehicles, radios and other equipment.
  - o Administrative activities, company aid station, and mess area.
  - o Storage of equipment not immediately required for tactical operations.
- Brigade, battalion and company trains may consist of both field and combat trains elements. Often times field trains will be collocated for convenience and defendability.
- Definitions:
  - o Trains: A group of personnel, vehicles and equipment put together to provide combat service support to a unit.
  - o Combat Service Support: The logistical and administrative effort required to maintain a unit's ability to fight.
  - o Combat Trains: A subdivision of the unit's overall trains assets which are tailored to the tactical situation and are positioned closest to the unit's area of operation.
  - o Field Trains: Those logistical and administrative assets not required in the combat trains.
  - o Brigade Trains: Normally located about 20 kilometers behind the line of contact. It has no Combat Service Support elements of its own to support the Battalion.

ORGANIZE/SUPERVISE THE UNIT TRAINS AREA

- o Battalion Trains: Organization varies with type of unit, mission assigned, and the combat, combat support and combat service support assets available. Exact composition depends on the mission and situation.

- o Company Trains: Normally consist of company assets which are controlled by the XO or First Sergeant. When echeloned, maintenance and medical elements will remain close to the company combat elements, while supply and food service elements will be located with the battalion trains.

ACTIONS:

1. Select the location (see Table 1).
2. Organize for occupation (see Table 2).
3. Secure and conceal the position (see Table 3).

REFERENCES:

FM 29-167, Supply and Transport Troop, Support Squadron, Armored Cavalry Regiment, 15 SEP 82.

First Sergeant Course, Field Operations Lesson, 1982.

ORGANIZE/SUPERVISE THE UNIT TRAINS AREA

TABLE 1: SELECT THE LOCATION

1. Considerations/criteria:

   A. Near company command post
   B. Have convenient road/trail network
   C. Have alternate routes
   D. Enhance unit's tactical freedom of movement
   E. Have sufficient space to permit adequate dispersion
   F. Offer concealment from hostile ground and aerial observation
   G. Offer firm ground for vehicles
   H. Located where terrain features do not become natural barriers to escape, evacuation or evasion, e.g., an unfordable river
   I. Near water source
   J. Have suitable landing zone (LZ)
   K. Near/on terrain that favors defense against air/ground attacks and facilitates local security

1. Organization considerations/criteria:

   A. Ammunition Supply Point (ASP) located away from POL and maintenance area for safety and to reduce traffic congestion.
   B. Ammo (Class V) Vehicles should be located away from other combat trains elements, have a separate entrance and exit, if possible, and a designated loading area.
   C. POL point located near maintenance area and motorpark to provide central source.
   D. POL point must be readily accessible to <u>all</u> vehicular traffic.
   E. POL vehicles, if required, should be located to ensure ease of movement for vehicles, in close proximity to the maintenance area, yet allow safe refueling of vehicles.
   F. Mess facilities located to facilitate ration breakdown and/or preparation and serving of meals.
   G. Establish maintenance collection point to diagnose vehicle problems and evacuate selected vehicles to higher echelons and salvage evacuation as needed.
   H. Select several parking areas throughout area to maintain dispersion and provide concealment.
   I. Aid station should be on the battalion supply route to facilitate reception and evacuation of casualties. A vehicle dispersal area should be designated near the casualty evacuation area.
   J. Traffic flow should be established and controlled to enhance passive security.
   K. The person delegated to be in charge of the company trains area should place himself in a position so as to best control all combat trains activities.

TABLE 2: ORGANIZE FOR OCCUPATION

ORGANIZE/SUPERVISE THE UNIT TRAINS AREA

1. To ensure tactical discipline when the trains are stationary, the following must be supervised and checked:

   - Camouflage discipline
   - Defense plan to include fighting positions
     - They must provide protection
     - They must allow you to engage the enemy
     - They must be concealed
   - Guard assigned to secure the location
   - Light discipline
   - Noise discipline
   - Dispersion of personnel, vehicles, and equipment
   - Internal road nets should be one way
   - Use of dismount points

2. Determine known threats and prepare for them; e.g., guerrillas, infiltration troops.

3. Establish defense priorities:

   - Observation posts (OPs)
   - Listening posts (LPs)*
   - Command post (CP)
   - Emplace machine guns
   - Begin operations (transport supplies, establish facilities)
   - Prepare fighting positions
   - Position obstacles
   - Begin patrols
   - Dig protective positions
   - Improve positions

   *NOTE: At night, LPs replace OPs.
   NOTE: The above list of priorities is general in nature and may be adjusted according to local conditions.

4. If you use obstacles/mines to defend your trains area, they should be:

   - Under friendly observation and covered by fire
   - Concealed from enemy observation as much as possible
   - Erected in an irregular pattern
   - Employed in depth
   - Coordinated with natural obstacles
   - Of no advantage to the enemy

TABLE 3: SECURE AND CONCEAL THE POSITION

MAINTAIN UNIT SOP

SUMMARY: Check that SOP is useful, complete, and accurate. Post and insert recommended SOP changes from higher HQ. Submit recommendations for SOP changes from unit level to battalion.

CONSIDERATIONS:

- All information within the SOP must conform to applicable regulations and policy directives.
- SOP should be organized into sections, each dealing with a different operation (security, training, supply, maintenance, etc.).
- All recommended SOP modifications from higher levels should be posted and inserted immediately.
- Before making changes to the SOP which were recommended at the unit level, the recommended modifications must be submitted to the battalion in writing.

ACTIONS:

1. Check each section of the SOP to ensure it contains the following elements (see Figure 1 for sample SOP):
   - TITLE, NUMBER, and DATE of SOP.
   - PURPOSE - system or activity covered by SOP.
   - SCOPE - all duty positions and sections covered by SOP.
   - RESPONSIBILITIES - major functions of the supervisor and each subordinate involved in SOP.
   - PROCEDURE - step-by-step instructions on how the procedure is to be performed.
   - FILES (if required) - description and location of all files involved in the SOP.
   - REFERENCES (if required) - list of all publications governing SOP.
   - ANNEXES (if required) - attached sections, labeled in alphabetical order with capital letters, containing information which is either limited in scope or technical in application and can be excluded from the main body of the SOP.

- APPENDICES (if required) - attached sections, labeled in numerical sequence with Arabic numerals, containing publications or extracts of publications that are necessary to clarify an annex.

2. Check that SOP conforms to applicable regulations and policy directives. Refer to SOPs and regulations from higher HQ, and ensure that unit SOP does not conflict with higher HQ SOPs, regulations, or directives.

3. Check that each section of SOP is useful and realistic. Procedures in SOP must be those which the unit can and should do. The SOP should not place unnecessary burdens on the unit, such as redundant reports, unrealistic timelines, etc.

4. Post and insert recommended SOP changes from higher HQ. Insert changes where applicable, document, and date them.

5. Recommend unit SOP changes to battalion HQ. Submit in writing including detailed background of the proposed change, justification, and an impact analysis if appropriate.

REFERENCES: FM 101-5, Staff Officers Field Manual Staff Organization and Procedure, 19 JUN 72.

ADJUTANT SECTION, MP BATTALION SOP #4 1 FEB 1981

PURPOSE: To prescribe the Standard Operating Procedures and responsibilities of the Adjutant Section, Military Police Battalion.

SCOPE:

a. This SOP is applicable to all personnel and administrative activities supervised or conducted by the Adjutant Section. Procedures and policy will be adhered to for internal office operations.

b. Procedure and policy contained herein will govern, when applicable, all subordinate units attached to the Military Police Battalion.

RESPONSIBILITIES: The Adjutant Section has primary staff responsibility for the personnel services, administration, legal services, and reenlistment for the units attached to the Military Police Battalion. In addition, the Adjutant Section is responsible for the currency and accuracy of this section of the SOP.

PROCEDURE: Procedures for the performance of Adjutant Section tasks are outlined in the relevant Annex attached to this SOP.

FILES: All Adjutant Section files will be maintained at Battalion headquarters. Details of the files are contained in the relevant Annexes.

REFERENCES:

a. AR 190-11
b. AR 190-13
c. AR 190-31
d. AR 190-49
e. AR 190-51
f. AR 340-2
g. AR 340-18-5
h. AR 380-5
i. AR 380-13
j. AR 380-20
k. AR 604-5
l. AR 604-10
m. DOD 5200.1-R
n. FM 19-30 W/C

ANNEXES:

1. PAC Appointments
2. Sponsor Program
3. Official Personnel Register
4. Forms Management
5. Meal Cards
6. Personnel Actions
7. Annual Dental Examination
8. Leave
9. Promotions
10. Awards
11. Sidpers Input/Related Transaction
12. Safety
13. Alcohol & Drug Abuse Prevention & Control
14. Main
15. RREO

APPENDICES: None attached.

FIGURE 1: SAMPLE SOP

ANSWER PAY INQUIRIES FROM SERVICE MEMBERS

SUMMARY: Determine nature of pay inquiries; determine if initial action has been taken; take initial action or process pay inquiry as appropriate.

CONSIDERATIONS: Use this aid when one of your subordinates has a pay inquiry or problem.

ACTIONS: Use the attached sample Leave and Earning Statement (Figure 1) and accompanying Explanation of Automated Codes (Figure 2) to:

1. Understand and explain leave and earning codes to soldier.
2. Determine the nature of the soldier's pay inquiry.
3. Determine if initial action has been initiated for the pay action in question.
4. If no initial action has been taken already, take appropriate initial action, e.g., letter of transmittal, DA Form 4187.
5. If appropriate initial action has been taken, and enough time has elapsed that the initial action should have been processed, then the soldier has a valid pay inquiry. Process a Pay Inquiry (DA Form 2142) IAW reference.

REFERENCES: AR 37-104-3, Military Pay and Allowances Procedures. Joint Uniform Pay System Army (JUMPS-ARMY), 15 APR 73.

ANSWER PAY INQUIRIES FROM SERVICE MEMBERS

1. NAME (LAST, FIRST, MI)	2. UNIT ID CODE	TYPE CAT CODE	3. PAY GRADE	4. PERIOD COVERED
PRIOR DENNIS	A1111A		E9	01-31 DEC 77

5. SOC. SEC. NO.	V	NET PAY DUE	SUMMARY 9. AMT. BROT. FWD. +
488 26 3726		740.00	00

6. ENTITLEMENTS		7. ALLOTMENT COLLECTIONS		8. OTHER COLLECTIONS		10. TOTAL ENT +
TYPE	AMOUNT	TYPE	AMOUNT	TYPE	AMOUNT	1497 14
A BASIC PAY	1146 30	INS 01	5 00	SOLDIER HOM	50	11. ALLOT COLLS -
B CLOTHNGALW	7 20	FININ 01	25 00	SGLI	3 40	456 83
C SEP-RATS	88 04	SPT-V 01	18 58	CLOTHNG ALW	2 40	12. OTHER COLLS -
D BAQINADQTR	255 60	SPT-V 02	400 00	RENTAL	98 00	300 66
		QBOND 01	6 25	LAUNDRY	10 80	13. NET EARN =
		CFC 02	2 00	FEDERAL TAX	118 50	740 55
				FICA TAX	67 06	14. ALLOWED PAY -
						NONE
						15. END WD PAY -
						740 00
						16. AMT TO BE BROT FWD
TOTALS	1497 14		456 83		300 66	55

TAX INFORMATION

TAX	17. ST & FED INC THIS PER ED	18. FED INC YEAR TO DATE	19. FED TAX YEAR TO DATE	20. FED EXEM	21. FED TAX WHD	22. FICA WAGE	23. FICA WAGE YEAR TO DATE	24. FICA TAX YEAR TO DATE	25. STATE CODE	26. STATE EXEM	27. ST ADD TAX WHD
	1146 30	13755 60	1422 00	M3		1146 30	13755 60	804 72	OHN	M3	

STATE TAX		LEAVE INFORMATION						ACCRUAL		DEBT
SVC	28. STATE INCOME YEAR TO DATE	29. STATE TAX YEAR TO DATE	30. BEG LV BAL	31. LV EARN	32. LV USED	33. END LV BAL	34. LV LOST	35. LV FORF	36. MONTHLY ACCRUAL	37. TOTAL ACCRUAL	38. BALANCE DUE L/E
			610	25		635		215			

39. REMARKS

ITEM 8C COLLECTION OF CLOTHNGALW OCT 77
01 DEC 77 REUP
ADMCH EAD DATE: CHANGED
ETS DATE: CHANGED
LEAVE PAID: CHANGED FROM 00.0
ALOT FININ01 25.00 BEG DEC 77 NEW ALMT BY 5053
FARMERS SECURITY BANK CR DENNIS PRIOR 10267 1
1210 WEST MARKET ST ORLANDO FL 32800

FINANCE OFFICE INFORMATION

SVC	40. DSSN	41. CONTROL NUMBER	42. SSDC	43. CPED	44. PERD	45. BASD ASED	46. TPDS	47. YRS	48. ETS DATE	49. FRMS	50. TERM ADJ LV BALANCE
	5053	000018	MRN	640108	640108	640108		13	801130	EPM	54.0

DA FORM 3686 (TEST) 1 AUG 77 For use of this form, see AR 37-104-3, the proponent agency is USAFAC.
EDITION OF 1 JUL 76 MAY BE USED.

FIGURE 1: SAMPLE DA FORM 3686 - LEAVE AND EARNING STATEMENT. SHADED AREAS INDICATE WHERE SPECIAL CODES MAY OCCUR.

ANSWER PAY INQUIRIES FROM SERVICE MEMBERS

AUTOMATED ACTION AND ITEM CODES	ITEM CODE DESCRIPTION
A. ENTITLEMENT CODES	
	Family Separation Allowances
FSBAQ	TYPE I - BAQ
FSPCS	TYPE II - PCS
FSTDY	TYPE II - TDY
HOUSE	Station Allowances
HOUSE 2	Overseas Housing Allowances
COLA	Cost of Living Allowance
COLA 2	
RENT	Overseas Housing Allowances
RENT 2	RENT-PLUS System
IHA	Interim Housing Allowance
TLA	Temporary Lodging Allowance
ASHA	Advance Station Housing Allowance
VHA	Variable Housing Allowance CONUS
BAQ	Basic Allowances for Quarters with Dependents
BAQIQ	Inadequate Quarters
BAQOE	BAQ Own Election
BAQOR	BAQ Own Right
BAQMR	BAQ Married Rental
BAQIS	BAQ Insufficient Space
	Enlisted Subsistence Separate Rations
SR	Stateside
FSR	Overseas
	Rations Not Available
RNA	Stateside
FRNA	Overseas
CMA	Clothing Maintenance Allowance
	Adjustments to:
CMAB	CMA - Basic
CMAS	CMA - Standard
CMAF	CMA - Female
B. ALLOTMENT COLLECTIONS CODES	
AER	Army Emergency Relief
AER-C	Army Emergency Relief Contributions
BOND	Monthly US Savings Bonds
CFC	Combined Federal Campaign
FED	US Government Indebtedness
FININ	Financial Organization
INS	Commercial Insurance
NSLI	Government Insurance
MBOND	Multi-Month US Savings Bond
REDCR	American Red Cross
SPT-V	Voluntary
EDSAV	Educational Savings

FIGURE 2: EXPLANATION OF AUTOMATED CODES USED IN DA FORM 3686 - LEAVE AND EARNINGS STATEMENT

ANSWER PAY INQUIRIES FROM SERVICE MEMBERS

AUTOMATED ACTION AND ITEM CODES	ITEM CODE DESCRIPTION
C. OTHER COLLECTION CODES	
SGLI	Servicemen's Group Life Insurance
GLDC	Government Laundry and Dry Cleaning
AP, APA	Advance of Pay/Advance of Pay and Allowances
ACRUE	Payment of Accrual Pay
CP	Local Payments
FRFCM	Courts-Martial Forfeiture (Regular Army)
FRF 15	Article 15 Forfeitures
DETCM	Detention by Courts-Martial
DET 15	Detention by Article 15
FINE	Fines
USSH	United States Soldier's Home
MDC	Advance Travel (PCS) (Movement Designator Code)
ATTDY	Advance Travel (TDY)
CLOA	Clothing Charge Sales
COMF	Health and Comfort Issue
GPLD	Government Property Lost or Destroyed
TRMT	Transportation and Meal Tickets
STTAX	State Withholding Tax
FICA TAX	FICA Tax Contribution
FWT	Federal Withholding Tax
C. LEAVE CODES	
TXACL	Excess Leave Current Fiscal Year
LXACL	Excess Leave Last Fiscal Year
TILV	Accrued Leave Correction to TI
LVLFY	Change to Leave Data Last Fiscal Year
LVCFY	Change to Leave Data Current Fiscal Year

FIGURE 2: (Continued)

COUNSEL MILITARY PERSONNEL

SUMMARY: Insure that soldiers receive appropriate and adequate counseling.

CONSIDERATIONS:

- If a soldier comes you to with a problem.
- If a soldier is brought to you with a problem.
- If you observe a soldier who may have a problem.

ACTIONS:

1. DETERMINE WHAT THE PROBLEM IS.

   Many times the "presenting" problem is not the "real" problem or the reason the soldier has come to your attention. For example, a soldier may come to you with a financial problem (presenting problem). You may find that the financial difficulties are only a symptom of the "real" problem which may be, for example, drug related.

   Suggested Areas to Ask About:

   - What has been happening lately (in the last two or three months) in the soldier's life. Include:
     - o personal relationships,
     - o work relationships,
     - o health status.
   - Other areas of difficulty.

2. DETERMINE THE SEVERITY OF THE PROBLEM.

   It is helpful to determine:

   - How long the problem(s) existed
   - To what degree is the problem(s) impairing the soldier's functioning?
   - A particularly good question to ask is, "Could you describe an especially bad situation when this problem occurred in the past?"

COUNSEL MILITARY PERSONNEL

3. DETERMINE WHETHER YOU HAVE THE EXPERTISE TO DO THE COUNSELING

   Focus on the problem(s) in light of your expertise:

   - Is this a work/unit related problem?
   - Is this a personal/health or social/family problem that could best be dealt with by a professional, trained in counseling?

4. IF YOU DETERMINE THAT YOU DO HAVE THE EXPERTISE, CONDUCT THE COUNSELING.

5. IF YOU DETERMINE THAT IT IS WISE TO REFER THE SOLDIER TO A PROFESSIONAL TRAINED IN THIS AREA, REFER TO TABLE 1.

   Table 1 is an alphabetical listing of common problem areas with the referral agencies identified with a dot (•) in the appropriate blocks.

6. TAKE NECESSARY FOLLOW-UP ACTIONS TO INSURE THE PROBLEM HAS BEEN RESOLVED.

   - Ask both the soldier and referring agency if the problem has been resolved.
   - Terminate and document.

7. IF THE PROBLEM HAS NOT BEEN RESOLVED

   - Determine if further counseling is necessary.
   - Decide if you will perform the counseling or if a referral is necessary.

REFERENCES:

AR 608-1, Army Community Services Program, 1 OCT 78.

FM 22-100, Military Leadership, 29 JUN 73.

FM 22-101, Leadership Counseling, 28 JUN 74.

GTA 21-2-8, The Soldier's Information Guide.

COUNSEL MILITARY PERSONNEL

Pencil in the person to contact and telephone number for your locale								
PROBLEM AREAS / REFERRAL AGENCIES	ADJUTANT GENERAL	AMERICAN RED CROSS	CHAPLAIN	COMMUNITY MENTAL HEALTH	FINANCE	INSPECTOR GENERAL	JUDGE ADVOCATE GENERAL	SOCIAL WORK SERVICES
Abortion Services			•					•
Administrative Separation	•					•	•	
Assignment/Reassignment	•					•		
Bad Enlistment Contract						•	•	
Child Abuse				•			•	•
Communications Assistance (SM and Family)		•						
Correction of Personal Data	•				•			

TABLE 1: COMMON PROBLEM AREAS AND REFERRAL AGENCIES

COUNSEL MILITARY PERSONNEL

Pencil in the person to contact and telephone number for your locale								
PROBLEM AREAS / REFERRAL AGENCIES	ADJUTANT GENERAL	CHAPLAIN	COMMUNITY MENTAL HEALTH	DRUG AND ALCOHOL PROGRAM	EDUCATION CENTER	FINANCE	SOCIAL WORK SERVICES	VETERAN'S ADMINISTRATION
Crisis Counseling Accidents Deaths Severe Illness Suicides		•	•				•	
Dependent Special Problems Handicapped Retarded		•					•	
Dependency Statements/ Establishment	•					•		
Drug and Alcohol Problems Counseling Evaluation Treatment		•		•			•	
Educational Counseling Improvement					•			•

TABLE 1: (Continued)

COUNSEL MILITARY PERSONNEL

PROBLEM AREAS / REFERRAL AGENCIES	AMERICAN RED CROSS	ARMY COMMUNITY SERVICES	ARMY EMERGENCY RELIEF	CHAPLAIN	COMMUNITY MENTAL HEALTH	FINANCE	INSPECTOR GENERAL	JUDGE ADVOCATE GENERAL	RACE RELATIONS AND E/O	SOCIAL WORK SERVICES
Pencil in the person to contact and telephone number for your locale										
Emergency Family Assistance Baby Bundles Christmas House Clothing Closet Food Locker Lending Closet		•		•						
Financial Assistance Loans	•		•			•				
Equal Opportunity Problems							•		•	
Estate Planning								•		•
Family Counseling				•	•					•

TABLE 1: (Continued)

COUNSEL MILITARY PERSONNEL

Pencil in the person to contact and telephone number for your locale										
PROBLEM AREAS / REFERRAL AGENCIES	ADJUTANT GENERAL	ARMY COMMUNITY SERVICES	CHAPLAIN	COMMUNITY MENTAL HEALTH	FAMILY HOUSING OFFICE	FINANCE	HEALTH CLINIC	INSPECTOR GENERAL	RACE RELATIONS AND E/O	SOCIAL WORK SERVICES
Finance Problems	•					•				
Financial Counseling										•
General Family Problems			•	•						•
Group Therapy			•							•
Health Problems							•			
Household Goods					•					
Housing Referrals					•					
Information on Local Post Services Information on Other Posts/Assignment Location		•								
Job Discrimination								•	•	

TABLE 1: (Continued)

COUNSEL MILITARY PERSONNEL

Pencil in the person to contact and telephone number for your locale							
PROBLEM AREAS / REFERRAL AGENCIES	CHAPLAIN	COMMUNITY MENTAL HEALTH	EDUCATION CENTER	INSPECTOR GENERAL	JUDGE ADVOCATE GENERAL	RACE RELATIONS AND E/O	SOCIAL WORK SERVICES
Joint Domicile	•			•			
Legal Problems Adoption Bankruptcy Citizenship Civil Law Claims Against Government Divorce Military Law Naturalization Passports Power of attorney Repossession Claims Tax Problems Uniform Code of Military Justice Wills					•		
Marriage Counseling	•						•
Mental Health Problems Consultations Evaluations Treatment	•	•					
Mistreatment				•		•	
MOS Study Courses			•				

TABLE 1: (Continued)

COUNSEL MILITARY PERSONNEL

PROBLEM AREAS / REFERRAL AGENCIES	ADJUTANT GENERAL	AMERICAN RED CROSS	CHAPLAIN	FINANCE	INSPECTOR GENERAL	RACE RELATIONS AND E/O	SOCIAL WORK SERVICES	VETERAN'S ADMINISTRATION
Pencil in the person to contact and telephone number for your locale								
Parent Child Management Assistance			•				•	
Pay Actions	•			•				
Pre-Marital Counseling	•		•				•	
Racial Grievances					•	•		
Reports Compassionate Reassignment Emergency Situations Overseas Deferments	•	•						
Retirement Counseling								•

TABLE 1: (Continued)

COUNSEL MILITARY PERSONNEL

Pencil in the person to contact and telephone number for your locale									
PROBLEM AREAS / REFERRAL AGENCIES	ADJUTANT GENERAL	ARMY COMMUNITY SERVICES	EDUCATION CENTER	FINANCE	INSPECTOR GENERAL	MILITARY POLICE	RACE RELATIONS AND E/O	SOCIAL WORK SERVICES	VETERAN'S ADMINISTRATION
School Applications	•		•						
Sex Discrimination					•		•		
Social Service								•	
Stolen Vehicles						•			
Theft of Property						•			
Vehicle Registration						•			
Veteran's Benefits and Assistance	•								•
Weight Programs								•	
Welcome Packets		•							
W-2 Forms	•			•					

TABLE 1: (Continued)

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

SUMMARY: Make TOE/TDA change recommendations to the Commander.

CONSIDERATIONS:

- Revision of TOEs is done on a recurring basis coinciding with HQDA planning requirements.
- TOEs are reviewed continually to determine if interim action such as revision or recision is required.
- Any agency or field organization may submit recommended TOW changes to TRADOC at any time.
- Definitions:
  - o TOE: A table which prescribes the normal wartime mission, organizational structure, and personnel and equipment requirements for a military unit, and is the basis for an authorization document, the MTOE. (See Table 1).
  - o MTOE: A requirement/authorization document which prescribes the modification of a basic TOE necessary to adapt it to the needs of a specific unit or type of unit.
  - o TDA: A requirements/authorization document which prescribes the organizational structure, personnel and equipment authorizations, and requirements of a military unit to perform a specific mission for which there is no appropriate TOE. (See Table 2).

ACTIONS:

1. Look for and identify indications that a change in TOE/TDA is warranted.
   - Review TOE/TDA organizational policies (see Extract of AR 310-31).
   - Review Identification and Documentation Chart for additional guidance (see Table 3).
2. Prepare supporting documents:
   - TOE analysis and summary (see Sample DA Form 1529-R).

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

- Request for MTOE/TDA changes (see Sample DA Form 4610-R).

3. Present recommendations for changes/improvements to Commander on DA Forms 1529-R and 4610-R.

REFERENCES:

AR 310-31, Management System for Tables of Organization and Equipment (The TOE System), 2 SEP 74.

AR 310-34, Equipment Authorization and Utilization Policies and Criteria, and Common Tables of Allowances, 24 SEP 75.

AR 310-49-2, The Army Authorization Documents System (TAADS) MACOM Data Coding Procedures, 15 FEB 82.

SB 700-20, Army Adopted/Other Items Selected for Authorization/List of Reportable Items, 1 MAR 82.

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

TOE 11-122H — TABLE OF ORGANIZATION AND EQUIPMENT — TOE 11-122H

SECTION II: PERSONNEL ALLOWANCES

INDEX		DESCRIPTION	GRADE	MOS	BRANCH	STRENGTH LEVELS						REMARKS		
PARA	LINE					1	2	3	AUG A	TYPE B	CADRE C	ASI	1	2
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o
		SRC 11122H400												
		HHD SIGNAL GROUP												
01		GROUP HEADQUARTERS												
	01	GROUP COMMANDER	COL	01010	SC	1	1	1			1		11	97
	02	EXECUTIVE OFFICER	LTC	01010	SC	1	1	1					11	97
	03	C-E SYS ENG & PLAN OFF	MAJ	07750	SC				1				11	
	04	S-1	MAJ	02260	SC	1	1	1			1		11	26
	05	S-3/2	MAJ	E2162	SC	1	1	1			1		11	
	06	S-4	MAJ	04010	HO	1	1	1			1		11	
	07	BUDGET AND FISCAL OFF	MAJ	06302	SC				1				11	
	08	CHAPLAIN	MAJ	05310	CH	1	1	1						
	09	COMMAND SGT MAJ	E-9	00Z50	NC	1	1	1			1			
		PARA TOTAL				7	7	7	2		5			

Column Explanations:

- a. Paragraph number
- b. Line number
- c. Description
- d. Grade
- e. Military occupational specialty (MOS)
- f. Branch
- g., h., i. Strength authorizations for levels 1, 2, and 3
- j. Strength quantities for augmentation
- k. Type "B" strength
- l. Cadre strength
- m. Additional skill identifiers (ASI)
- n., o. Remarks (Personnel Remarks subsection at end of Section II)

TABLE 1: SAMPLE TOE

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

TOE 07-028H — TABLE OF ORGANIZATION AND EQUIPMENT — TOE 07-028H

SECTION III: EQUIPMENT ALLOWANCES

PARA	LINE ITEM SCC	LINE ITEM BASIC	LINE ITEM CMD	DESCRIPTION	EQUIPMENT LEVEL 1	2	3	AUG A	TYPE B	RMK
a		b		c	d	e	f	g	h	i
				SRC 07028HC1C						
				CBT SPT CO INF BN 5/W RR 106MM						
01				HEADQUARTERS SECTION						
		A72260		ANTENNA: RC-292	1	1	1			
		B07216		AXLE CABLE REEL: RL-27	1	1	1			
		B15688		BAG WATER STERILIZING: COTTON DUCK POROUS STITCHED SEAMS 36 GAL	1	1	1			
		B29464		BARBER KIT: W/CASE	1	1	1			
		B49272		BAYONET-KNIFE: W/SCABBARD FOR M16A1 RIFLE	19	19	19			
		B67766		BINOCULAR: MODULAR CONSTRUCTION MIL SCALE RETICLE 7X50MM W/E	1	1	1			
		C52601		CABINET TOOL AND SPARE PARTS: W/18 DRAWERS AND 7 OPEN BINS	1	1	1			
		C68933		CABLE TELEPHONE: WO-1/TT 2 COND FIELD WIRE	6	6	6			
		E00533		CHARGER RADIAC DETECTOR: PP-1578/PD	3	3	3			
		E63317		COMPASS MAGNETIC: LENSATIC 1.5 IN DIA DIAL	5	5	5			
		E70064		COMP RCP PWR DRVN: TRK 2 WHL PNEU TIRES GAS DRVN 5 CFM 175 PSI	1	1	1			503

Column Explanations:

- a. Paragraph number
- b. Line number
- c. Description
- d., e., f. Level authorizations for 1, 2, and 2
- g. Augmentation
- h. Type "B"
- i. Remarks number

TABLE 1: (Continued)

TABLE 2: SAMPLE TDA

PAGE 15 SECTION II PERSONNEL ALLOWANCE FCWOMYAA FC1083 EDATE 821016

PARA	LINE	DESCRIPTION	ITAADS CD	GR	MOS	ASI/LIC	BR	ID	AMSC	STRENGTH REQ	STRENGTH AUTH	NET CHANGE REQ	NET CHANGE AUTH	RMKS
012S	00	ANAL/RECON SEC												
012S	01	SUPV ACCT TECH		08	00525		GS	C	202696N1100	1	1			
012S	02	LEAD ACCT TECH		07	00525		GS	C	202696N1100	1	1			
012S	03	ACCT TECH		06	00525		GS	C	202696N1100	2	2			
012S	04	ACCT TECH		05	00525		GS	C	202696N1100	2	2			
012S	05	ACCT TECH		04	00525		GS	C	202696N1100	2	2			
		PARAGRAPH TOTAL								8	8			
012T	00	WOMY1J DISB	FQ											
012T	01	ASST FIN OFF		02	44C00		FI	K	202696N1100	1	0			ID
012T	02	CASHIER		08	00530		GS	C	202696N1100	1	1			
012T	03	LEAD ACCT TECH		06	00525		GS	C	202696N1100	1	1			
012T	04	TELLER		05	00530		GS	C	202696N1100	3	3			
012T	05	CASH CLERK TYP		04	00530		GS	C	202696N1100	5	3			
		PARAGRAPH TOTAL								11	8			

PAGE 125 SECTION III EQUIPMENT ALLOWANCE FCWOMYAA FC1083 EDATE 021016

PARA	LIN	NOMENCLATURE	ITAADS EQUIPMENT CD	EQUIPMENT REQ	EQUIPMENT AUTH	NET CHANGE REQ	NET CHANGE AUTH	RMK
0131	Y84007	WRENCH TORQUE: 1/2 IN SQ MALE DRIVE 125 CAPACITY		9	9			
0131	Y84966	WRENCH TORQUE: 3/4 IN SQ MALE DRIVE 100 TO 500 FT-LB CAPACITY		2	2			
0131	Y85377	WRENCH TORQUE: 3/4 IN SQ MALE DRIVE 600 FT-LB CAPACITY		2	2			
013J		SAFETY BR						
013K		WOMYHS ACS BR	FQ					
014		WOMYHS MSA DIV	FQ					
014A		WOMYHS OFC SVC SEC	FQ					

NOTE: With the exception of the following explanations, TDA columns are the same as those found on TOEs:

ITAADS CD - Installation level code e.g., FQ-Ft. Ord
AMSC - Army management structure code (budget authorization)
ITAATS - [illegible]

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

GENERAL GUIDANCE AND CRITERIA POLICIES FOR CHANGE/MODIFICATION OF TOEs
(Extract AR 310-31 TOE Organizational Policies)

1. Minimum essential personnel and equipment to perform mission.

2. Balanced structure in terms of numbers and skills of personnel to ensure optimum use and efficient maintenance of authorized equipment.

3. Level 1 (100%) most effective organization for combat. Minimum essential personnel and equipment to accomplish stated mission. (Column g., Section II DA Form 2949 TOE Personnel Allowances.)

4. Level 2/3 (90%/80%) reduced capabilities. (Columns h. and i., Section II, DA Form 2939 TOE Personnel Allowances.)

5. The stated functional capabilities shown in Section I of each TOE will be maintained at all levels.

6. Strengths of TOE at level 2 (90%) and level 3 (80%) may deviate by 5 if the level 1 strength is 200 or less.

7. Reduced levels may be achieved by line deductions, by elimination of small component elements of the TOE concerned, or both.

8. Whenever battalions applying the line reduction rate and TOE strength falls below 85% of level 1, individual elements should be considered, e.g., squads from platoons.

9. Standards of grade authorization will be applied to level 1 column. Officer and enlisted positions grades will remain fixed at all levels.

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

IDENTIFICATION	DOCUMENTATION	OUTPUT
I. Identification (Personnel/Equipment) A. Can the stated TOE mission be accomplished with currently assigned strength/equipment (sections, squads, platoons)? B. Are there too many/few soldiers? C. Do they have the right tools, equipment, and/or weapons to perform the task? D. Do personnel have the correct MOSs? E. Are the skills matched to the tools, equipment, weapons, and task? F. Are additional MOSs required for a given task, or section (Squad, Platoon). G. Are more/different tools needed in lieu of/addition to those already authorized?	II. Supporting Documentation A. Reports (Failed ARTEPS, ATTS) B. Manpower shortages. Operating at level 2 or 3 when TOE calls for level 1. (See DA Form 2949, Section II, Personnel Allowances.) C. Check regulations/schools to see if MOS skills and/or identifiers have changed. D. Have manning requirements changed? i.e., TOW crew from 3 to 4 personnel. E. Has equipment been modified (MWO) requiring new, more different tools/gauges/ equipment/maintenance?	R E C O M M E N D A T I O N S

Steps:
(1) Review AR 310-31 extract for guidance/information;
(2) Use Identification side of Table 3 to specify problem with current TOE;
(3) Document as indicated at Table 3;
(4) Submit recommendations.

TABLE 3: IDENTIFICATION AND DOCUMENTATION

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

TOE ANALYSIS

TABLE OF ORGANIZATION AND EQUIPMENT ANALYSIS PART A - GENERAL (AR 310-31)		TOE (Insert proposed TOE No.)	PAGE NO.	NO. OF PAGES
Present TOE No.	Present Title		Present Strength	
Proposed TOE No.	Proposed Title		Proposed Strength	

Narrative Discussion

Provide rationale for new TOE, revision, or changes. The narrative will include discussion of mission, assignment, and details of employment of the unit, clearly indicating relationship to higher, subordinate, and adjacent units, method of operation, and functions of the unit. Personnel not covered by criteria and measurable manpower authorization standards, and major items of equipment will be completely justified.

PROVIDE INPUT TO CHANGES OF TABLES OF ORGANIZATION AND EQUIPMENT (TOE), AND TABLES OF DISTRIBUTION AND ALLOWANCES (TDA)

SAMPLE TOE ANALYSIS

SUMMARY SHEET

TABLE OF ORGANIZATION AND EQUIPMENT ANALYSIS

DATE 12/12/82

SRC 07028HE101 VS SRC 07028HE102

PART B PERSONNEL ALLOWANCES ANALYSIS

GRADE	LEVEL 1 STRENGTH			ANNUAL COST		TOTAL COST DIFFERENCE
	07028HE101	07028HE101	DIFFERENCE	07028HE101	07028HE101	
03	0	1	1	$0	$30,000.00	$30,000.00
TOTALS	0	1	1	$0	$30,000.00	$30,000.00

PART C EQUIPMENT ALLOWANCES ANALYSIS

LIN		COST PER ITEM	LEVEL 1 EQUIPMENT		DIFFERENCE	TOTAL COST DIFFERENCE
472260	Antenna RC 292	$335 ea.			$335.00	$335.00
			07028HE101	07028HE102	DIFFERENCE	
			0	$335.00	$335.00	

PART D SUMMARY

TOTAL PERSONNEL AND EQUIPMENT COSTS

07028HE101	07028HE102	DIFFERENCE
0	$30,335.00	$30,335.00

DA Form 1529-R TOE ANALYSIS
Enclosure: Personnel Allowances and Summary

EQUIPMENT CHANGES IN MTOE/TDA

For use of this form, see AR 310-34; the proponent agency is the Deputy Chief of Staff for Operations and Plans.

PART I - HEADING

TITLE OF FUNCTIONAL AREA		UIC
81 MM Mortar Section		W123
UNIT DESIGNATION	**MTOE/TDA NUMBER**	**CCNUM**
HHC Combat Support Command 1st BDE 9th Inf. Div.	07028HE101	FC0180

PART II - EQUIPMENT

SECTION A - ITEMS TO BE ADDED AND/OR DELETED

Item No.	Para	LIN	ERC	SB 700-20 CHAPTER	Nomenclature (Basic Noun)	COST	Quantity Added		Quantity Deleted		New Para Qty		New Recap Qty		Qty On Hand Not Auth
							REQ.	AUTH	REQ	AUTH	REQ	AUTH	REQ	AUTH	
01	01	472260	NA	2	Antenna RC-292	$335 ea.	1	1	0	0	2	2	2	2	0

SECTION B - ITEMS TO BE DELETED FROM OTHER MTOE/TDA

Item No.	Para	LIN	ERC	SB 700-20 CHAPTER	Nomenclature (Basic Noun)	COST	Qty Deleted		UIC	MTOE/TDA Number	CCNUM	Asset To Be Trf		Remarks
							REQ	AUTH				YES	NO	
NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

PART III - PERSONNEL

NUMBER OF POSITIONS TO BE ADDED (A) AND/OR DELETED (D)

Item No.	Para	LINE	No. Positions (A)/(D)	Description	Gr	MOS	ASI/LIC	Br	ID	AMSC	New Recap Strength	
											REQ	AUTH
01	17	14	(A) 1	Assistant RTO	E3	05B20	NA	NA	E	NA	2	2

DA FORM 4610-R, 1 JAN 80

REPLACES EDITION OF 1 APR 77 WHICH IS OBSOLETE.

PART IV - JUSTIFICATION

JUSTIFICATION FOR PERSONNEL CHANGES

a. Justification for personnel changes must be clear, well organized, concise, and complete. It should allow an analyst unfamiliar with the unit and local conditions to understand the rationale for the proposed action. Organization charts and diagrams help to clarify the reasons for a proposal. Cited Army directives, proviously obtained approval of actions, and approved manpower survey reports are often adequate justification. AR 310-49 shows conditions that affect personnel spaces and the actions required by proponents to justify specific changes.

b. An explanation of the mission or functions of a newly formed organizational element and an estimated workload often suffice to justify the positions, grades.

c. Job descriptions provided with no further explanation and explanations merely stating that the position is needed are not adequate justification. Workload data and some indication of why the work is performed within the specific organizational element must be included. These data should substantiate the requirement for the position selected.

d. AR 310-49 provides guidance for preparing and submitting justifications for personnel changes in TAADS.

INSTRUCTIONS

Each part of the form must be completed. "NA" will be used when the part is not applicable. If additional space is needed, continue on bond paper in format prescribed.

Part II - Section A:

1. Only one functional paragraph or subparagraph will be listed.
2. A separate form will be used for each additional functional paragraph or subparagraph.
3. Three copies of each form will be forwarded as a separate inclosure to letter of transmittal.
4. Show deletion when an item(s) will be deleted to satisfy the item being requested. *(May list more than one functional paragraph or subparagraph.)*

Part II - Section B:

1. Complete this part when the item being requested will be transferred from another MTOE/TDA.
2. The remarks column will identify the item number in Section A that the transfer will affect.

Part III:

1. The ID and AMSC columns will be filled in when applicable. The remaining columns are self explanatory.
2. This part will be completed when new MOS are required for the equipment requested. A like number of MOS must be shown as deleted.
3. When an increase is listed, a like number of positions must be deleted. Indicate as "(D)".

Part IV: This part will be completed IAW AR 310-49 with the following additional information when applicable - -

1. Why presently authorized equipment cannot be used.
2. If the request is approved, the deletion will occur simultaneously.
3. Why a tactical vehicle is required for a TDA unit.
4. A net diagram is attached for communications equipment requested.

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DIRECT COORDINATION AND PREPARATION OF ADVANCE/QUARTERING PARTY

SUMMARY: Coordinate and prepare advance/quartering party.

CONSIDERATIONS:

- Advance/quartering parties are normally dispatched when there is an impending move of a unit from one location to another.
- An advance/quartering party provides local security, establishes tentative locations for sub-elements of the unit, provides guides into the selected area, gathers intelligence, and performs other tasks as directed by the Commander.
- The advance/quartering party will be TASK ORGANIZED based upon planned actions at the Objective/site.

ACTIONS:

1. Warning order (see example at Table 1).
   - Receive warning order from higher Headquarters
   - Plan use of time and post a timetable
   - Issue your warning order
2. Conduct reconnaissance (see Sample Checklist, Table 2).
   - Map
   - Ground
   - Air
3. Detail planning, coordination and preparation (see Table 3).

REFERENCES:

FM7-7, Mechanized Infantry Platoons and Squads

FM 29-167, Supply and Transport Troop, Support Squadron, Armored Cavalry Regiment, 15 SEP 82.

U.S. Army First Sergeants Course, Field Operations Lesson, 1982.

DIRECT COORDINATION AND PREPARATION OF ADVANCE/QUARTERING PARTY

TABLE 1: SAMPLE WARNING ORDER

On order: Move to occupy positions vicinity DORMBACH, ZEIGENKOPF and hill 635 to support Brigade covering force operations North of a line ELTERS GRID NA 6203 MAUERSCHELL NA 6603 ECHWEISBACH NA 6802. Operations order will be issued at Battalion CP 050630Z.

The warning order is the first notice you get about an intended move/action. It comes from higher Headquarters and may be written or oral.

Upon receipt of the warning order, plan your timetable and issue your warning order. This will allow time to review procedures, determine transportation needs, make task assignments, etc. At this time the uniform, rations, ammunition, and equipment should be prescribed.

Example: Sequence of Events

- Receipt of order
- Review
- Identify problem areas
- Request support needed
- Develop timetable
- Alert/brief unit leaders using OPORD format
- Get feedback
- Communications check
- Personnel accountability

TABLE 2: RECONNAISSANCE METHODS

Prior to the conduct of any operation, a thorough reconnaissance should be conducted. There are three forms of reconnaissance: Ground, Air, and Map. Who actually conducts this reconnaissance is often dependent on the type, size, and mission of the unit. If ground reconnaissance is conducted, make a sketch.

Example: Reconnaissance Checklist

NOTE: Indicate findings during the conduct of your reconnaissance

TYPES OF CONSIDERATIONS	ROUTE			SITE/OBJECTIVE		
	MAP	GROUND	AIR	MAP	GROUND	AIR
Road surfaces and conditions	S/X	M/X	S/X	S/X	S/X	M/X
Railways and their condition			X	X		X
Obstacles	X	X	X	X	X	X
Waterways	X	X	X	X	X	X
Availability of potable water	X	X	X	X	X	X
Condition and arrangement of available buildings				X	X	X

1. NOTE: Considerations may vary depending upon mission, type of unit and terrain peculiarities.
2. S=Satisfactory; U=Unsatisfactory; M=Marginal; X=Items to be checked.

DIRECT COORDINATION AND PREPARATION OF ADVANCE/QUARTERING PARTY

ACTION	SUPPORTING ACTIVITIES
I. Planning	A. Task organization (METT-Mission, enemy, terrain, troops) 1. Personnel: number, type (infantry, armor, specialists) 2. Equipment (special) 3. Weapons (special) 4. Attachments/detachments 5. Supporting fires (direct/general support) 6. Transportation (vehicle, aircraft, water craft) B. Command and Control/Chain of Command/Procedures C. Timetable/Schedules D. Alternate plans and routes E. Contingency plans (abort/recall) F. Convoy/movement control G. Rally points H. Control points (release/start points (RP/SP)) I. Duties of personnel J. Actions at the objective site K. Security L. Rehearsals M. Loading plans (vehicle/aircraft/water craft) N. Other special requirements as directed O. Final briefing and/or operations order P. Final inspections Q. Final coordination
II. Coordination	A. S-1 1. Unit SOPs as appropriate 2. Admin/log order (combat service support) 3. Administration/reports B. S-2 1. Intelligence gathering (SALUTE) S - size A - activity L - location U - uniform T - troops E - equipment 2. Situation briefing 3. Security briefing 4. Operation SOPs as appropriate C. S-3 1. Operations order (if/when available) 2. Special instructions 3. Frag orders 4. Routine orders

TABLE 3: PLANNING, COORDINATION, AND PREPARATION CHECKLISTS

DIRECT COORDINATION AND PREPARATION OF ADVANCE/QUARTERING PARTY

ACTION		SUPPORTING ACTIVITIES	
II.	Coordination (Continued)	D.	S-4
			1. Rations
			2. Ammunition/pyrotechnics
			3. Special equipment
			4. Batteries (radio/vehicle/flashlight)
			5. POL
			6. Transportation (air, land, water)
			7. Special equipment/items
		E.	Signal Officer
			1. Current CEOI
			2. Emergency recall procedures/frequencies
		F.	Military Police
			1. Convoy control
			2. MP escorts/guides
			3. Local authorities coordination
		G.	FIST
			1. Priorities of fire
			2. Preplanned fire
			3. Final protective fire
			4. Registration points
		H.	Battalion NBC Officer (check SOPs)
		I.	Other elements/units as needed/directed
III.	Preparation	A.	Muster formation for advance party personnel
		B.	Leaders check for prescribed uniform/equipment
		C.	Weapons, mask, ammunition, equipment and rations issue
		D.	Pre-operation checks on vehicles, radios, weapons and equipment
		E.	Safety checks and briefings on equipment, vehicles and special tools
		F.	Vehicle dispatches
		G.	Preparation/loading of equipment
		H.	Receipt/submission of reports
		I.	Designation/briefing of special teams/stay behind force
		J.	Prepare/issue strip maps
		K.	Rehearsals
		L.	Timely movement to assembly area
		M.	Final coordination/briefing/inspection/communications checks
		N.	Other supporting activities as needed/directed

TABLE 3: (Continued)

IMPLEMENT AND ENFORCE UNIT COMMUNICATIONS SECURITY (COMSEC) PROCEDURES

SUMMARY: Establish and monitor procedures to prevent the enemy from obtaining information from telecommunications activities.

CONSIDERATIONS: A complete and effective COMSEC program contains procedures for:

- Cryptosecurity
- Transmission Security
- Emission Security
- Physical Security of COMSEC Equipment and Material
- Emergency Evacuation or Destruction of COMSEC Equipment and Material

ACTIONS:

1. Use COMSEC checklist at Table 1 to assure basic procedures have been established and are being followed.
2. Use Security Checklist For Operators, Table 2, to monitor performance of radio operators.
3. Use COMSEC Discrepancy Index, Table 3, to monitor communications activities in your unit.

REFERENCES:

FM 11-50, Combat Communications Within the Division (How to Fight), 31 MAR 77.

FM 24-1, Combat Communications (How to Fight), 30 SEP 76.

FM 32-6, SIGSEC Techniques, 18 FEB 77.

FM 32-30, Electronic Warfare: Tactics of Defense, 31 AUG 76.

IMPLEMENT AND ENFORCE UNIT COMMUNICATIONS SECURITY (COMSEC) PROCEDURES

PERSONNEL, General

1. Access to classified COMSEC information, equipment and material (e.g., CEOI, OPCODES, Brevity Codes, Secure Key Devices, etc.) is limited to persons with appropriate clearance whose duties require such access.

2. Personnel selected for COMSEC duties, e.g., custodians and alternates, meet rank and grade requirements and are appointed IAW AR 380-40.

3. COMSEC personnel, operators, and users have received appropriate training in handling, storage, maintenance and destruction of classified COMSEC information, materials and equipment.

4. Operators and other personnel involved in communications operations have received appropriate training in:

   a. Transmission, cryptographic, physical, and emission security measures.

   b. Antijamming operations.

   c. Use of machine and nonmachine cryptosystems and authentication systems.

PHYSICAL SECURITY

1. COMSEC operations are conducted in a secure area with controlled access to prevent unauthorized viewing/loss of materials or unauthorized entry. When appropriate, classified storage is provided.

2. A control system ensures proper safeguarding and accounting of classified COMSEC materials, information and equipment (e.g., CEOI, OPCODES, Brevity Codes, Secure Key Devices, etc.).

3. Classified waste is protected and destroyed.

4. COMSEC materials are packaged, transported and receipted from IAW AR 380-40 and AR 380-41.

5. Emergency evacuation and destruction plans have been prepared, and assigned personnel know how and when to execute them.

6. SF 153 is completed, witnessed and forwarded for all instances of emergency destruction.

7. Known or suspected violations of physical security are reported IAW AR 380-40.

TABLE 1: COMSEC CHECKLIST

IMPLEMENT AND ENFORCE UNIT COMMUNICATIONS SECURITY (COMSEC) PROCEDURES

CRYPTOSECURITY

1. All classified information is encrypted IAW AR 380-40 and 380-52.
2. All COMSEC personnel have been instructed and tested in the use of cryptosystems (on-line and off-line) before being permitted to handle actual traffic.
3. COMSEC personnel are familiar with provisions of ARs 380-40, 380-41, 380-52 and the operating instructions for all cryptosystems held by their commands.

TRANSMISSION SECURITY

1. All electrically transmitted messages and conversations, to include unclassified traffic, are encrypted whenever possible.
2. Commanders and all other personnel associated with the preparation and processing of electrical messages are familiar with the contents of ARs 105-31, 105-34, 380-26, 380-40, 380-52, and 530-2.
3. Operators recognize the different types of enemy interference activities, know how to react to each, and how to submit an Interference Report to the C-E Officer.
4. Commanders and all other personnel using the radio adhere to radio communications security procedures outlined in FM 32-6.
5. Telephones are used for official purposes only; conversations are brief; classified information is not discussed or alluded to; and COMSEC aids and authentication systems are used as appropriate.

EMISSION SECURITY

1. Equipment operators use the lowest power setting necessary to test and operate.
2. Communications facilities are located to shield or absorb side and back antenna lobes and to prevent scattering of main lobe energy.
3. Dummy antennas and closed loop systems are used for testing, maintenance and warmup.
4. Equipment is remoted and/or locations are changed frequently.
5. Schedules are established to provide for irregular and minimum operating periods.
6. Frequencies are changed regularly.

TABLE 1: (Continued)

IMPLEMENT AND ENFORCE UNIT COMMUNICATIONS SECURITY (COMSEC) PROCEDURES

PURPOSE

This checklist is included as a guide for use in determining radio operator adherence to prescribed procedures. Maximum transmission security is indicated when the answer to each question is negative.

CHECKLIST

1. Is radio silence being violated?
2. Is unofficial conversation (chatter) being exchanged between operators?
3. Are transmissions taking place in a directed net without permission?
4. Is the operator's personal sign being transmitted?
5. Are call signs being compromised by their association with plain language unit designations?
6. Is plain language used instead of authorized prosigns and operating signals?
7. Are jamming activities being ignored?
8. Are the operators using unauthorized and incorrect procedures?
9. Do unnecessary transmissions occur?
10. Is the identification of units and individuals being disclosed in transmissions?
11. Are calls being transmitted excessively?
12. Are transmitting operators sending too fast for receiving operators?
13. Is excessive transmitting power being used?
14. Are transmitters being tuned with the antenna connected?
15. Is excessive time consumed in tuning, testing, changing frequency, and adjusting equipment?
16. Are authentication requirements and procedures being violated?
17. Are interference activities going unreported?

TABLE 2: SECURITY CHECKLIST FOR RADIO OPERATORS

IMPLEMENT AND ENFORCE UNIT COMMUNICATIONS SECURITY (COMSEC) PROCEDURES

This index may be used to monitor communications and reporting activities. It has been extracted from the USASA Signal Security Operations Manual and is the index used by SIGSEC personnel to prepare COMSEC Discrepancy Reports.

TYPE OF DISCREPANCY

1. Disclosure of capabilities
   a. Biological
   b. Chemical
   c. Combat efficiency
   d. Guided Missile or special weapons
   e. Nuclear
   f. Tactical
2. Disclosure of locations
   a. Assembly areas
   b. Command posts
   c. Communications facilities
   d. Frontline traces
   e. Supply depots
   f. Tactical objectives
   g. Troop concentrations
3. Disclosure of plans and operations
   a. Alert plans
   b. Attack plans
   c. Defense plans
   d. Exercise and maneuver plans
   e. Intelligence plans
   f. Mobilization plans
   g. Withdrawal plans
4. Disclosure or reports
   a. Casualty reports
   b. Intelligence summaries
   c. Periodic intelligence reports
   d. Situation reports
   e. Disclosure of enemy action results
5. Disclosure of logistic information
   a. Critical shortages
   b. Introduction of new equipment
   c. Research and development programs
   d. Reserve material
6. Disclosure of personnel information
   a. Availability of replacements
   b. Key personalities
   c. Personnel shortages
   d. Special assignments

TYPE OF DISCREPANCY

7. Disclosure of crypto-related information
   a. Improper use of code or COMSEC material/information
   b. Cryptographic methods or details relating to cryptosystems
   c. Cryptonetting
   d. Use of unauthorized code
8. Compromise of callsign/callwords and frequencies
   a. Callsign/callword or frequency allocations
   b. Identification through association with another type of transmission
   c. Identification through content of message
   d. Use in net other than that to which assigned
   e. Use of superseded or reserve callsign/callword
9. Failure to authenticate or improper authentication
10. Failure to maintain circuit discipline; for example, long rambling conversations or loss of control by the Net Control Station (NCS) due to unofficial conversation
11. Operator's personal sign or mannerism (radiotelephone only)
12. Disclosure of sensitive information
    a. VIP itineraries
    b. All information listed in para 6, AR 380-26
13. Unofficial conversation; for example, operator chatter
14. Disclosure of classified information (general)

TABLE 3: COMSEC DISCREPANCY INDEX

ENSURE ADMINISTRATIVE ELIMINATION PROCEEDINGS ARE CORRECTLY FOLLOWED

SUMMARY: Determine whether separation is justified, process recommendations from Commander.

CONSIDERATIONS:

- Soldier's suitability for military service
  - o Mental
  - o Physical
  - o Emotional
  - o Drug and alcohol abuse
  - o Misconduct
- Personal reasons
  - o Dependency
  - o Hardship

ACTIONS:

1. Determine if administrative separation is justified.
2. Ensure proper elimination procedures are being followed (see Table 1).
3. Forward and track separation packet as appropriate.
4. Process individual IAW with local SOP.

REFERENCES: AR 635-200, Personnel Separations Enlisted Personnel, 1 OCT 82.

AR 600-85, Alcohol and Drug Abuse Preventive and Control Program (ADAPCP), 1 DEC 81.

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
A. Separation for Convenience of the Government.	• Sole surviving sons or daughters and surviving family member. • Inability to perform prescribed duties due to parenthood. • Discharge of aliens not lawfully admitted to the United States. • Medical fitness standards. • Failure after enlistment to qualify medically for flight training. • Because of personality disorders. • Concealment of arrest record.	1. Commander must advise individual in writing of the proposed discharge action and advise him that he has the right to: • Present his case before a board of officers. • Be represented by counsel. • Submit statements on his own behalf. • Withdraw the waiver of the rights. 2. An enlisted member will be given adequate time to consult with counsel (not less than 3 days). 3. The individual will submit a signed statement that he has been advised of the basis for the contemplated separation and its effects on his rights. The counsel will sign the statement and the statement will be included in the unit commander's report. 4. Forward the case with a recommendation that elimination proceedings will be conducted. No recommendation will be made as to the type of discharge. 5. Initiate action under the Uniform Code of Military Justice if applicable. 6. Make an appointment for the individual with the Defense Counsel Section, Office of the Staff Judge Advocate. 7. Recommend that the individual be processed through medical channels if appropriate.	CH. 5

TABLE 1: DECISION MATRIX FOR ADMINISTRATIVE ELIMINATION

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
B. Dependent/Hardship • Dependent: Dependency exists when, because of death or disability of a member of the soldier's family, other members of his family become principally dependent upon him for care/support. • Hardship: Hardship exists when, in circumstances not involving death or disability of a member of the enlisted person's family, his separation from the service would materially affect the care or support of his family by alleviating undue and genuine hardship. • Evidence must support the specific nature of the claims for hardship/dependency separation.	1. Conditions have arisen or have been aggravated to excessive degree since entry on active duty. 2. Conditions are not of a temporary nature. 3. Every reasonable effort has been made by the soldier to alleviate the dependency or hardship conditions without success. 4. The soldier's discharge or release from active military service is the only readily available means of eliminating or materially alleviating the dependency or hardship conditions.	1. Application for separation must be requested in writing by the enlisted person on: • DA Form 2476 (Application for Separation - Hardship or Dependency). 2. Essential supporting evidence must be submitted with application. 3. EVIDENCE REQUIRED. An application for separation because of dependency or hardship normally will be in affidavit form. It must substantiate the dependency or hardship conditions on which the application for separation is based. a. The evidence required will depend on the nature of the claimed hardship. The application should include, as a minimum, the following affidavits: (1) The enlisted person's personal request for separation. This affidavit will explain the nature of the hardship condition and the actions which the soldier intends to take to alleviate the hardship condition. (2) An affidavit or statement by or on behalf of the soldier's dependents which substantiates the dependency or hardship claim. (3) Affidavits by at least two agencies or individuals, other than members of the soldier's family, which substantiate the dependency or hardship. b. Additional evidence may be required as follows: (1) For financial difficulty, a detailed statement is required to establish the monthly income and expenses of the family.	CH. 6

TABLE 1: (Continued)

ENSURE ADMINISTRATIVE ELIMINATION PROCEEDINGS ARE CORRECTLY FOLLOWED

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
B. (Continued)		(2) For death of a member of the soldier's family, a death certificate or other valid proof of death should be furnished. (3) For disability of a member of the enlisted person's family, a physician's certificate should be furnished showing the diagnosis, prognosis, and date of disability. (4) For support of members of the soldier's family other than spouse or children, the application should show names and addresses of other members of the family. Proof that they could not aid in caring for their family should be furnished.	
C. Alcohol or Drug Abuse • The member is entitled to exemption as outlined in AR 600-85, Alcohol and Drug Abuse Preventive and Control Program (ADAPCP) • Not processed until the member has received a minimum of 30 days of treatment/rehabilitation and has been determined a rehabilitation failure	1. The illegal, wrongful, or improper use of any controlled substance, alcohol, or other drugs. 2. The member is an alcohol or drug rehabilitation failure.	1. Prepare a letter to the discharge authority including: • Commander's statement declaring member a rehabilitation failure and documentation thereof. • A chronological history of the member's alcohol or other drug abuse. • Circumstances (to include dates) concerning member's referral, clinical evaluation/diagnosis and enrollment in the ADAPCP. • A summary of the rehabilitation efforts made before and after member was enrolled in the ADAPCP to include: (a) Dates of detoxification (if applicable) (b) Extent (to include dates) of counseling and other rehabilitation efforts made by the unit chain of command.	CH. 9

TABLE 1: (Continued)

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
C. (Continued)		• A resume of the military record. 2. Advise the member that he has the right to consult with counsel. 3. Notify the member of the proposed discharge and reasons therefore, in writing, requiring acknowledgment within 48 hours. 4. Forward the case with the member's acknowledgment and any statements submitted by the member, to the discharge authority. 5. Notify the member of the final decision. 6. These actions will not be initiated until the member has received a minimum of 30 days of treatment/rehabilitation in the Alcohol and Drug Abuse Prevention and Control Program and, as a result of his unwillingness or his failure to demonstrate a capacity for rehabilitation, it is determined that he is a rehabilitation failure as prescribed in AR 600-85. Action will not be initiated in the case of other members until they are determined, after a normal course of treatment (minimum 60 days) to be rehabilitation failures as prescribed in AR 600-85. 7. Separation action will be initiated only when a member is under military control, except when a member is confined by civil authorities and his military record indicates that he should be processed for separation under this chapter.	

TABLE 1: (Continued)

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
D. Entry Level Status Performance and Conduct (Trainee Discharge Program) • Less than 180 days active duty • Not been awarded an MOS	• Cannot adapt socially or emotionally to military life • Cannot meet minimum standards for completion of training because of lack of aptitude • Demonstrates behavior characteristics not compatible for continued service • Does not meet enlistment standards: a. drug abuse b. pregnancy while in training • Failed to respond to counseling	1. The Commander must advise individual in writing of the proposed discharge action and advise him that he has the right to: • Present his case before a board of officers. • Be represented by counsel. • Submit statements on his own behalf. • Withdraw the waiver of the rights. 2. An enlisted member will be given adequate time to consult with counsel (not less than 3 days). 3. The individual will submit a signed statement that he has been advised of the basis for the contemplated separation and its effects on his rights. The counsel will sign the statement and the statement will be included in the unit commander's report. 4. Forward the case with a recommendation that elimination proceedings be conducted. No recommendation will be made as to the type of discharge. 5. Initiate action under the Uniform Code of Military Justice if applicable. 6. Make an appointment for the individual with the Defense Counsel Section, Office of the Staff Judge Advocate. 7. Recommend that the individual be processed through medical channels if appropriate.	CH. 11

TABLE 1: (Continued)

ENSURE ADMINISTRATIVE ELIMINATION PROCEEDINGS ARE CORRECTLY FOLLOWED

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
E. Separation for Unsatisfactory Performance	1. In the Commander's judgment, the member: • Will not develop sufficiently to participate satisfactorily in further training and/or become a satisfactory soldier. • Member's retention would have an adverse impact on discipline, good order, and morale. • Member will be a disruptive influence in present or future duty assignment. • Basis for initiation of separation proceedings will continue or recur. • Potential for advance or leadership is unlikely.	1. The Commander must advise individual in writing of the proposed discharge action and advise him that he has the right to: • Present his case before a board of officers. • Be represented by counsel. • Submit statements on his own behalf. • Withdraw the waiver of the rights in the above at any time prior to the date the discharge authority directs or approves his discharge, and to request that his case be presented before a board of officers. 2. An enlisted member will be given not less than 3 days to consider waiver of board proceedings and will have an opportunity to consult with counsel prior to waiving his rights. 3. The individual will submit a signed statement that he has been advised of the basis for the contemplated separation and its effects on his rights. The counsel will sign the statement and the statement will be included in the unit commander's report. 4. Waiver of board hearing will not be accepted in the case of a member who has completed 18 or more years of active Federal service. 5. Forward the case with a recommendation that elimination proceedings be conducted. No recommendation will be made as to the type of discharge. 6. Initiate action under the Uniform Code of Military Justice if applicable. 7. Make an appointment for the individual with the Defense Counsel Section, Office of the Staff Judge Advocate.	CH. 13

TABLE 1: (Continued)

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
E. (Continued)		8. Recommend that the individual be processed through medical channels if appropriate. 9. Initiate flagging action. If it is determined that an individual should be processed through medical channels, the commander will remove flagging action. 10. Initiate a request for waiver of counseling and rehabilitation, if applicable. Request must include sufficient information to determine whether further duty of an individual would create serious disciplinary problems or be a hazard to the military mission or to the individual. 11. Revoke security clearance. 12. Initiate a letter of recommendation.	CH. 13
F. Separation for Misconduct	• Discreditable involvement with civil or military authorities. • Conduct prejudicial to good order and discipline. Discreditable conduct and conduct prejudicial to good order and discipline includes conduct violative of the accepted standards of personal conduct found in the UCMJ, Army regulations, the civil law, and the time-honored customs and traditions of the Army. • Used when adequate counseling and rehabilitative measures have been taken with negative results.	Same as 1 through 12 above.	CH. 14

TABLE 1: (Continued)

ENSURE ADMINISTRATIVE ELIMINATION PROCEEDINGS ARE CORRECTLY FOLLOWED

TYPE SEPARATION/ CRITERIA	REQUIREMENTS	ACTION TO BE TAKEN	REFERENCE CHAPTER, UCMJ
G. Separation for Homosexuality	• Member has engaged in, attempted to engage in, or solicited another to engage in a homosexual act. • Member has stated that he or she is a homosexual or bisexual. • Member has married or attempted to marry a person known to be of the same biological sex.	1. Inquire thoroughly and comprehensively about the matter. Learn all the facts in the case, bearing in mind that such cases are susceptible to possible malicious charges. A case may be referred to the local provost marshal for investigation and recording on DA Form 2800 (CID Report of Investigation). 2. Initiate suspension of favorable personnel action. 3. When probable cause exists, he or she will report the fact, in letter form, to the separation authority, through the intermediate commanders. The report will include the following: • Name, grade, SSN, age, date of enlistment, length of term for which enlisted (if applicable), and prior service. • Reason for action recommended. General, nondescriptive terms will not be used. • Statement indicating whether the member has a Reserve commission or a warrant. (If so, show grade and date of appointment.) • Aptitude area scores, and duty military occupational specialty (MOS). • Record of trials by court-martial. • Record of other disciplinary action. (Include record of nonjudicial punishment.) • Medical examination report. • Mental status evaluation report. • A statement by member indicating that he or she has been advised of his or her rights. • Any other pertinent information.	CH. 15

TABLE 1: (Continued)

KEY AND LOCK CONTROL

SUMMARY: Monitor procedures for the issue and control of keys and locks.

CONSIDERATIONS: Requirements vary somewhat for the issue and control of keys and locks for:

- General use
- Arms rooms
- Nuclear storage areas

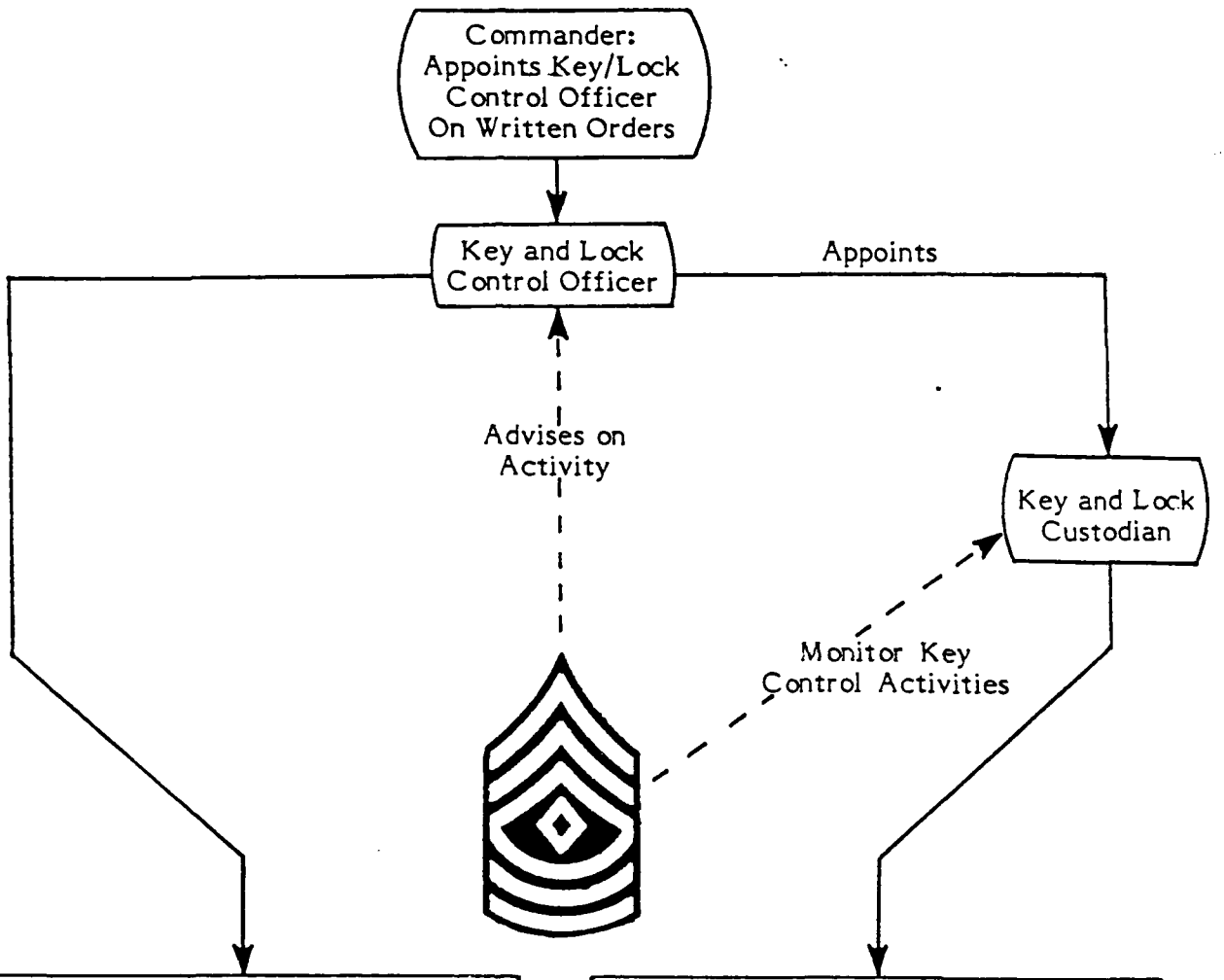
ACTIONS: Use accompanying chart to identify specific responsibilities for key/lock control officer and key/lock custodians.

REFERENCES: FM19-30, Physical Security, 1 MAR 79.

AR190-11, Physical Security of Weapons, Ammo, and Explosives, 15 OCT 81.

FORSCOM/TRADOC Suppl 1 to AR-190-11, Physical Security of Weapons, Ammo, and Explosives, FEB 78.

KEY AND LOCK CONTROL



KEY AND LOCK CONTROL OFFICER RESPONSIBILITIES:

1. Appoints and maintains a list of custodians.
2. Keeps current roster of individuals allowed access to keys.
3. Develops and maintains key/lock accountability system.
4. Establishes procedures for lost, stolen or misplaced keys.

KEY AND LOCK CUSTODIAN RESPONSIBILITIES:

1. Secures keys after duty hours in a key depository which has 24 hour protection.
2. Signs keys out/in on key control register. (Completed register sheets filed IAW local policy.)
3. Secures register when not in use.

KEY AND LOCK CONTROL

KEY AND LOCK CONTROL OFFICER RESPONSIBILITIES: (continued)
5. Establishes method of lock rotation.
6. Insures lock combinations are changed as required.
7. Conducts semiannual key inventory by serial number. (Records and files IAW local policy.)
8. Maintains second copies of register transactions, inventories and custody transfers.
9. Secures reserve keys and locks.
10. Secures alternate set of keys. at next higher headquarters.
11. Maintains custody of master key(s)
12. Procures additional keys and locks.

KEY AND LOCK CUSTODIAN RESPONSIBILITIES: (continued)
4. Conducts and records visual inventory of keys prior to transfering custody. (Completed record sheets filed IAW local policy.)
5. Makes visual inventory of keys at end of each duty day.
6. Keeps Arms Room keys separate from other keys of unit.
7. Investigates the loss of keys.
8. Initiates action for lock changes and key duplication.
9. Conducts and records monthly key inventory by serial number. (Completed record sheets filed IAW local policy.)

REVIEW EQUIPMENT READINESS STATUS

SUMMARY: Use DA Form 2406, Material Readiness Report to determine unit's equipment readiness status.

CONSIDERATIONS:

- Equipment readiness involves:
  - o Command attention
  - o Maintenance operation and training
  - o Management of personnel
  - o Publications, tools, and repair parts
- Improvement in equipment readiness may involve improvement in any of these areas.

ACTIONS:

1. Use Figures 1 and 2 to review DA Form 2406 for status indicators.
2. Use Table 1 to:
   - Diagnose repair parts supply and repair action.
   - Determine procedure for solving maintenance problems.

REFERENCES:

DA Pam 750-1, Maintenance Guide for Leaders, 10 DEC 82.

FM 43-1, Organizational Maintenance Manager's Guide-Indicator List, 10 OCT 80.

TM 38-750, The Army Maintenance Management System (TAMMS), 31 MAY 81.

REVIEW EQUIPMENT READINESS STATUS

In ascending alphanumeric sequence?

Correct Julian dates?

MATERIAL READINESS REPORT

For use of this form, see TM 38-750; the proponent agency is DCSLOG.

REQUIREMENT CONTROL SYMBOL CSGLD-1860(R3)

1. PERIOD OF REPORT FROM: 9259 TO: 9349	2. DATE PREPARED 9350	3. UTILIZATION CODE ON	4. PAGE NO. 1	4a. NO. OF PAGES 2
5. TO: (Include ZIP Code) COMMANDER 77th Infantry Division(Mechanized) Fort Cook, CA 93000	6. FROM: (Include ZIP Code) COMMANDER 2nd BN, 99th Infantry Fort Cook, CA 93000		7. UNIT IDENT CODE WB9Q9Z	8. TOE NO. 7-45H

% SEC NO. a	NOMENCLATURE NOUN b	MODEL c	ECC LIN d	DENSITY AUTH QTY e	DENSITY ON HAND QTY f	EQUIPMENT AVAILABILITY POSSIBLE DAYS g	AVAILABLE DAYS h	NON-AVAILABLE DAYS i ORG S	i ORG M	j SPT S	j SPT M	FIELD USE ONLY
1	CARR MORT	M125A1	GB D10726	9	9	819	789	8	3	13	6	
2	CARR MORT	M106A1	GB D10741	4	4	364	355	3	1	4	1	
3	REVVY-VEH	M573	GF R50574	6	6	546	528	4	1	9	4	
4	CARR PER	M113A1	GL D12087	59	58	5278	4803	181	47	198	49	
5	CARR C-P	M577A1	GQ D11538	6	6	546	508	17	5	12	4	
6	TRK UTIL		HB X60833	31	31	2821	2680	46	17	64	14	
6A	TRK UTIL	M151A1	HB X60833		2	182	173	7	2			
6B	TRK UTIL	M151A2	HB X60833		29	2639	2507	39	15	64	14	
7	TRK AMB	M792	HF X38961	1	1	91	85	3	1	1	1	
8	TRK CGO	M561	HF X39940	5	5	455	428	9	2	11	5	
9	TRK CGO	M35A2	HG X40077	15	15	1365	1263	27	9	49	17	
10	TRK CGO	M35A2	HG X40146	4	4	364	332	8	3	15	6	
11	TRK CGO	M656	HJ X41310	6	6	546	524	6	2	10	4	
12	TRK CGO	M520	HK 41615	5	5	455	419	5	3	21	7	
13	TRK TK FUEL	M559	HL X58093	2	2	182	174	2	1	4	1	

Total equal possible days?

DA FORM 1 DEC 79 2406

EDITION OF 1 JAN 64 IS OBSOLETE.

FIGURE 1: EXAMPLE OF COMPLETED DA FORM 2406 - FRONT SIDE

REVIEW EQUIPMENT READINESS STATUS

INSPECT FOR THIS	CROSS-CHECK THIS	FORM/PUB
A. Block 1 - correct Julian dates for first and last days of reporting period	Unit Identification Code	
B. Block 2 - actual date report prepared	• Utilization code • Reportable items	TM 38-750
C. Block 7 - correct unit identification code	• Line numbers Authorized equipment Equipment on hand	TOE Property Book
D. Columns 9a-9f - separate line used for each model or series. Authorized and issued lines used for multiple line entries	Nonavailable days, organizational and/ or support maintenance	DD 314
E. Column 9d - line numbers in ascending alphanumeric sequence	Maintenance request number	DA 2407
F. Column 9f - correct on-hand density as of date in block 2	Nonavailability in support maintenance Nonavailable status--itemized	DA 2408-1
G. Total from columns 9h, 9i, and 9j equal possible days in reporting period		

FIGURE 1: INSTRUCTIONS FOR COMPLETING DA FORM 2406 - FRONT SIDE

REVIEW EQUIPMENT READINESS STATUS

Compare with Column 9 | Check for excessive delay | Valid?

10. NON-AVAILABLE STATUS (ITEMIZED)

SEQ NO. a.	NOUN ABBR MODEL b.	REGIS OR SERIAL NO. c.	NON AVAIL REASON d.	DATE NON AVAILABLE e.	DATE ADMITTED TO SHOP: ORG f.	DATE ADMITTED TO SHOP: SPT MAINT g.	SUPPORT SHOP JOB OR RON NO. h.	REMARKS OR PART NO. i.
3A	CARRIER, M113	SJ10429	D	9162	9163	9166	62015	TRANMISSION
3A	CARRIER, M113	SJ10400	B	9167	9167		9167-0013	PUMP ROTARY 2910-379-4293
4A	TRK, ¼T, M151	2E8934	B	9160	9160		9161-0015	REGULATOR 2920-335-4677
4B	TRK, ¼T, M151A1	2E9101	C	9171	9171			RADIO

11. REMARKS

12. DATE: 15-12-82

13. VERIFIED BY (Signature): Robert G. Vernon LTC, Inf

*NOTE A = MODIFICATION; B = PARTS; C = MALFUNCTION; D = SUPPORT MAINTENANCE

INSPECT FOR THIS	CROSS-CHECK THIS	FORM/PUB
H. Items in column 10a the same as those in colums 9b and 9c	Parts requisition numbers DX date	DA 2064 DA 2402
I. Excessive delay between date nonavailable, column 10d, and date admitted to shop, columns 10e and 10f		
J. Signed by commander responsible for report		
K. Correlation of daily (if used), monthly, and quarterly reports		

FIGURE 2: SAMPLE OF COMPLETED DA FORM 2406 - REVERSE SIDE

REVIEW EQUIPMENT READINESS STATUS

PROBLEM INDICATOR	PROBABLE CAUSE	ACTION REQUIRED
A. Large number of non-available items because of failure of the same part.	1. Deficiency in material comprising part, design deficiency, deficiency in manufacture. 2. Improper use of equipment. 3. Improper organizational maintenance or lack of such maintenance.	1. Submission of equipment improvement recommendation (EIR). 2. Training, or establishment of school, or publication of operating instructions. 3. Command action if due to neglect. Technical assistance if due to lack of knowledge, skilled personnel, or time.
B. High nonavailability rate in one unit as compared to other units.	1. Shortage of unit repairmen. 2. Unit repairmen lack required skills. 3. Unit motor or maintenance officers unfamiliar with or neglecting organizational maintenance responsibilities. 4. Poor preventive mainenance program. 5. Greater use of equipment because of mission activities, sustained operations, etc.	1. Request for school quotas. Initiation of OJT program. 2. Training through work parties from battalion or establishment of a battalion school. 3. Command emphasis. 4. Request for technical assistance in development of such a program. 5. Provision of work parties from battalion to reduce organizational maintenance backlog. Maximum use of on-site repairs by DSU.
C. Excessive number of items not available because of nonavailability of repair part.	1. Parts not available at DSU. 2. Incorrect demand data or clerical error. Failure to maintain stockage at proper level. 3. Improper diagnosis during inspection. Failure to determine all parts required. 4. Parts are fringe items. 5. Improper inventory.	1. Lateral transfer of parts within the battalion, fabrication, or controlled exchange. 2. Examination of unit supply procedures. Technical assistance if required. 3. Technical assistance if required. Emphasis on use of organizational test equipment. 4. Cannibalization through DSC. If demand warrants, have items put on PLL. 5. Supervised inventory of PLL at regular intervals.

TABLE 1: TROUBLESHOOTING GUIDE FOR DIAGNOSING MAINTENANCE PROBLEMS AND THEIR SOLUTIONS

MONITOR UNIT SQT AND CTT STUDY PROGRAM

SUMMARY: Monitor the conduct of Soldier's Manual Task and Common Task Training for the Skill Qualification Test and Common Task Test.

CONSIDERATIONS: SQTs and CTTs are conducted on a yearly basis to test EMs' knowledge of critical MOS-specific and common tasks.

ACTIONS: See Interaction Chart (Figure 1) for illustration of 1SG's role in SQT and CTT training.

1. Determine when SQT and CTT will be held for each MOS in the unit.

2. Develop, monitor, and update a list of references (Soldier's Manual, Common Skills Manual, FMs, TMs, ARs, TEC lessons, training aids) which can be used to help teach the task. See Resource List (Table 1).

3. Circulate the reference list to unit trainers (platoon/squad leaders, etc.).

4. Ensure that time scheduled for SQT/CTT training is properly used.

   - Tasks are trained to standards listed in the relevant SM or CSM.
   - SQT task training is evaluated through paper-and-pencil quizzes because SQT will be a written test.
   - CTT task training is evaluated in a hands-on mode because CTT is a hands-on test.
   - Unscheduled training time ("wait time," etc.) is used to drill SQT/CTT tasks.

REFERENCES: FM 21-6, How to Prepare and Conduct Military Training, 3 NOV 75.

SQT Fact Sheet and SQT Schedule (for current year).

FM 7-MOSC 1/2, Skill Level 1/2 Soldier's Manual, SEP 82.

FM 21-2, Soldier's Manual of Common Tasks (Skill Level 1), MAY 81.

MONITOR UNIT SQT AND CTT STUDY PROGRAM

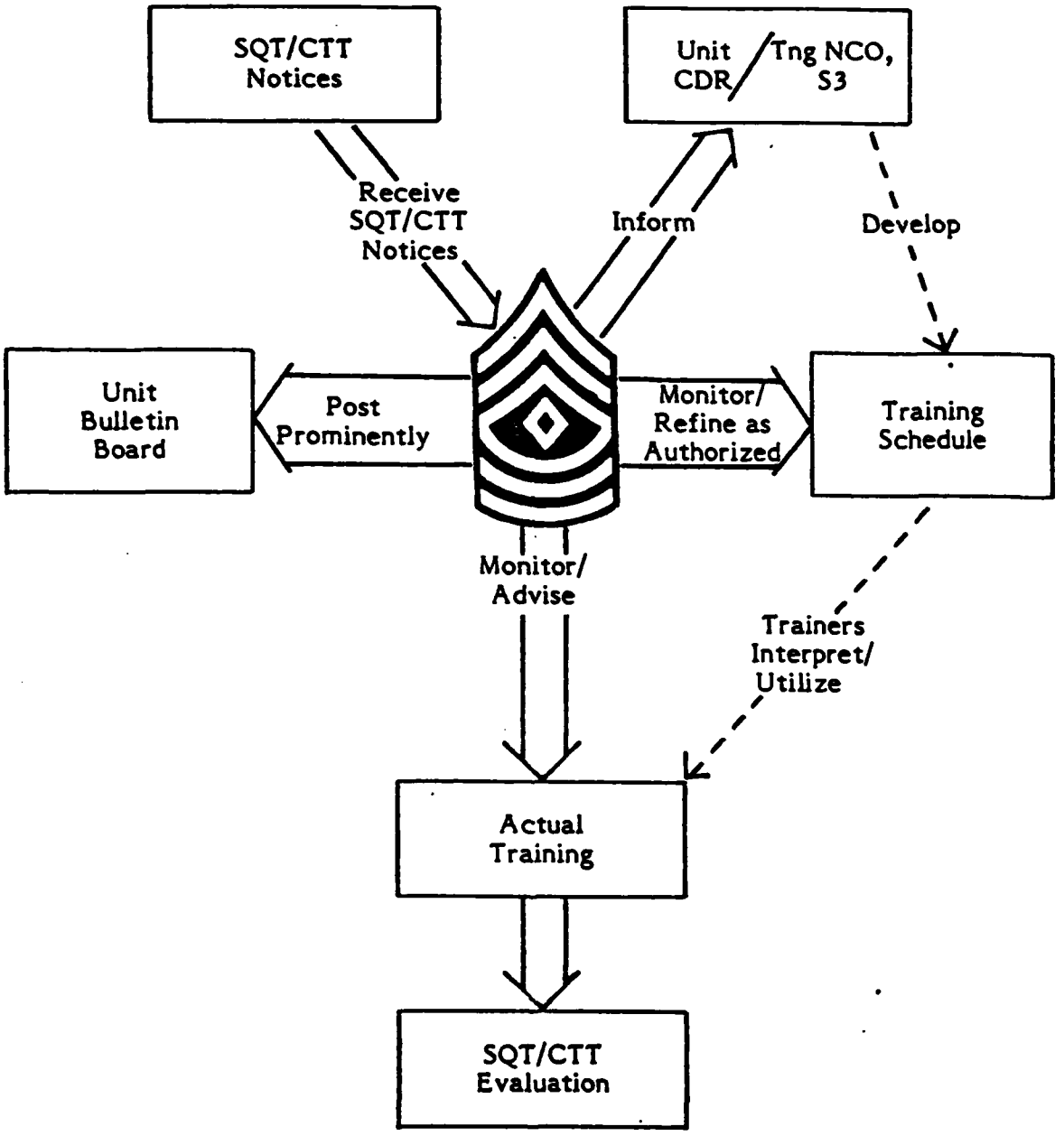


FIGURE 1: SQT/CTT STUDY PROGRAM INTERACTION CHART

MONITOR UNIT SQT AND CTT STUDY PROGRAM

--- Extension Training Material Availability List (ETMAL) — quarterly list of TEC lessons.

--- Lesson Administrative Instructions (LAI) — for each TEC lesson, administrative information and pre-post tests.

--- FM 21-6, How to Prepare and Conduct Military Training

--- TEC Lesson 920-777-0505F, TEC for Green Tabbers

--- Army Correspondence Course Program (ACCP) catalogs: DA Pam 351-20 through DA Pam 351-20-20.

--- DA Pam 310-12 and TRADOC Pam 71-9, Catalogs of TASC Training Aids

--- SQT Fact Sheet, SQT Schedule

--- MOS-relevant Soldier's Manuals

--- Common Skills Manual (FM 21-2)

--- MOS-relevant FMs, TMs, and ARs

TABLE 1: POSSIBLE RESOURCES FOR
SOLDIER'S MANUAL/COMMON SKILLS MANUAL TASK TRAINING

RECOMMEND PRETRIAL CONFINEMENT TO COMMANDER

SUMMARY: Determine if pretrial confinement is warranted to ensure an accused soldier's presence at trial, or to ensure the safety of others during the pretrial period.

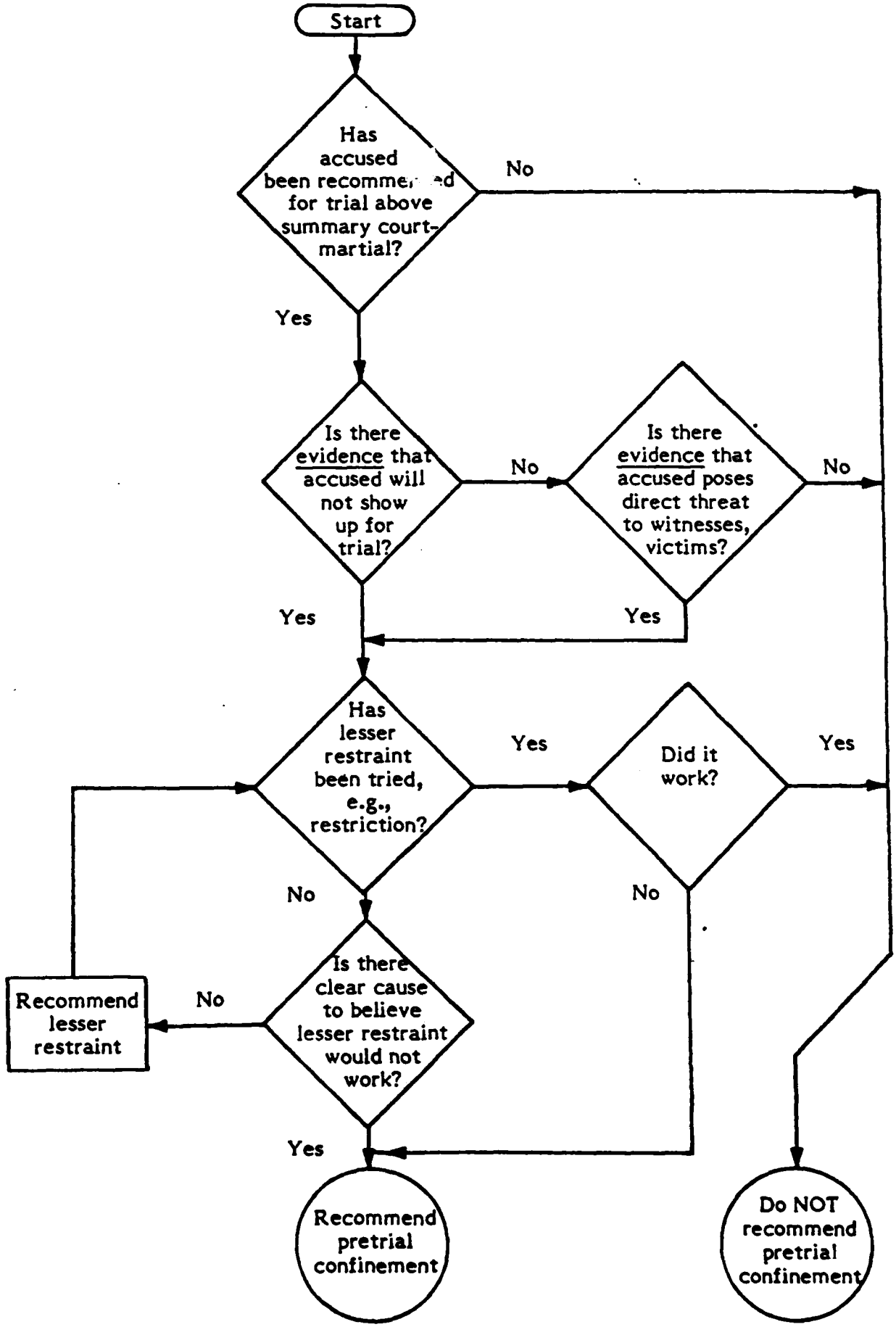
CONSIDERATIONS: Use this aid when an accused soldier is recommended for court-martial.

ACTIONS: Use the attached flowchart to determine whether or not to recommend pretrial confinement of the accused to the Commander.

REFERENCES: DA Pam 27-18, Desk Book for Special Court-Martial Convening Authorities

USAFACFS Pam 27-3, Legal Services: Military Justice and Administrative Elimination Actions (Unit Commander's Deskbook)

RECOMMEND PRETRIAL CONFINEMENT TO COMMANDER



SUPERVISE UNIT ON-THE-JOB-EXPERIENCE (OJE) PROGRAM

SUMMARY: Actions to take and materials to use to enhance the unit OJE program.

CONSIDERATIONS:

- All soldiers do not attend all levels of NCOES training.
- On-the-Job-Experience (OJE) is a method by which soldiers can progress in lieu of formal NCOES.

ACTIONS:

1. Identify the tasks soldiers must perform to be proficient in their MOS at their skill level. (See appropriate Soldier's Manuals.)
2. Determine current level of proficiency of the soldiers to be trained.
   - Talk with first line supervisors.
   - Review individual test results (e.g., SQT, EIB and EMB tests).
   - Review unit test results (e.g., ARTEP and Crew tests).
   - Review training after-action reports.
3. Establish training priorities.
4. Balance the available resources against the training needed.
5. Use materials designed to enhance individual/unit training (see Table 1).
6. Integrate individual training into all phases of unit training wherever possible.
7. Observe the preparation, conduct, and evaluation of training and make corrections when necessary.

REFERENCES: See Table 1.

SUPERVISE UNIT ON-THE-JOB-EXPERIENCE (OJE) PROGRAM

MATERIALS TO SUPPORT UNIT TRAINING	REFERENCES	REMARKS
Soldier's Manual	DA PAM 310-1, NOV 82 Consolidated Index of Army Publications and Blank Forms	Identifies critical tasks for that MOS and skill level. Defines conditions under which each task must be performed. Sets forth minimum standards of performance.
Training Extension Course (TEC)	DA PAM 350-100, 5 MAR 82 Extension Training Materials Catalog	The catalog identifies the materials by product number, product title, and the MOS supported.
Resident Exportable Materials (REM)	DA PAM 350-100, 5 MAR 82 Extension Training Materials Catalog	May be obtained by submitting a DA Form 17 to the proponent school.
Army Correspondence Course Programs (ACCP)	DA PAM 351-20 through 351-20-22, 15 DEC 78 Army Correspondence Course Program	May enroll in a course/subcourse by submitting a DA Form 145 to the U.S. Army Institute for Professional De-velopment, U.S. Army Training Support Center, Newport News, Virginia 23629.
Army Apprenticeship Programs	AR 621-5, 15 OCT 81 Army Continuing Education System (ACES)	Contact the local education center for enrollment into this program.

TABLE 1

ENFORCE TRAINING SAFETY REQUIREMENTS

SUMMARY: Identify and enforce requirements that ensure safety in training.

CONSIDERATIONS: Most accidents and unsafe incidents are preventable. Lack of safety planning and failure to adequately prepare all individuals are the primary causes of accidents.

ACTIONS:

1. Develop safe methods of performing each task.
2. Brief personnel if there is a risk of hurting themselves or damaging equipment. Cover all appropriate items:
   - Exercise area terrain features
   - Desert survival
   - Flash floods
   - Water supplies, and purification
   - Hot weather, heat prostration
   - Cold weather survival
   - Frostbite
   - Jungle survival
   - Poisonous snakes, insects, and potentially dangerous animals
   - Roadblocks
   - Foxholes, field fortifications
3. Train your personnel in safe performance by adequately demonstrating proper performance of tasks.
4. Properly place personnel in tasks which are within their abilities.
5. Make available safe tools and equipment and maintain them in safe condition.
6. Promote teamwork among personnel.
7. Motivate personnel to perform safely.
8. Refer to Table 1 for guidance in identifying hazards and unsafe conditions.

ENFORCE TRAINING SAFETY REQUIREMENTS

REFERENCES:

AR 385-15, Water Safety, 15 OCT 79.

AR 385-65, Identification of Inert Ammunition and Ammunition Components, 13 APR 73.

DA PAM 385-6, Playing it Safe in the Water, 1 MAY 80.

DA Pam 385-3, Protective Clothing and Equipment, 3 MAY 76.

TRADOC/FORSCOM Suppl 1 to AR 385-10, Army Safety Program, JUL 79.

DA PAM 385-1, Unit Safety Management, 15 MAR 73.

ENFORCE TRAINING SAFETY REQUIREMENTS

If training involves VEHICLES, then check:

1. Equipment
   - Brakes (foot and hand)
   - Signals
   - Steering mechanism
   - Lights (head, tail, blackout) (clean, operative)
   - Horn
   - Rearview mirrors (inside, outside)
   - Safety straps (side, rear)
   - Windshield (clean, cracks)
   - First aid kit
   - Fire extinguisher
   - Highway warning kits
   - Adequate seating
   - Tarpaulin and camouflage nets

2. Maintenance
   - Tire condition
   - Fuel lines
   - Exhaust system
   - Lubrication
   - Cooling system
   - Trailer couplings
   - Tow bars
   - Safety chains and devices
   - Mechanical linkage

3. Convoy discipline:
   - Proper vehicle spacing
   - Safe speed
   - Blackout driving
   - Halts (driver maintenance, correct parking, personnel off highways)
   - Conduct of personnel
   - Adequate relief for drivers during continuous operations
   - Presence of assistant drivers

4. Operation
   - Qualification of drivers (check license)
   - Licensed for vehicle being operated
   - Control and safety checks of vehicles dispatched from motor pools
   - Assignment of assistant drivers with relief schedules
   - Orientation on march route
   - Identification of hazardous areas on strip maps
   - Assignment of the responsibility for conduct of passengers to truck commanders
   - March unit patrols
   - Availability of wreckers and repair trucks
   - Proper load distribution
   - Proper marking of overwidth and overweight loads (check made of bridge weight limits)
   - Vehicle guides for backing
   - Whip antennas tied down to clear high tension, trolley, and other electric lines
   - Safety orientation of personnel
   - On-the-spot corrections
   - Properly secured cargo and equipment
   - Misuse of vehicles
   - Safety factors included in marchtable
   - Discussion of marchtable safety
   - Maintain proper speeds for existing conditions
   - Accident reports available (driver trained in completion)
   - Personnel riding on loads or parts of body over vehicle bed.

TABLE 1: TRAINING SAFETY CHECKLIST

ENFORCE TRAINING SAFETY REQUIREMENTS

If training involves WATER, then check:	
• Pre-dip equipment to detect water leakage • Swimming areas, and use of "buddy system" • Life preservers available and used • Safety lines • Powerboats used as safety craft in river crossings	• Drownproofing • Life buoys and boothoods available • Trained lifeguards • Personnel trained in mouth-to-mouth resuscitation • Water free of under-surface hazards
If training involves BIVOUAC AREAS, then check:	
• Reconnaissance of location (free of duds, debris, rocks, poisonous plants, reptiles; located outside of dry washes, etc.) • Appointment of bivouac area safety officer • Appointment of bivouac fire marshal • Proper dispersing of personnel and equipment • Location and condition of facilities (mess kitchens, latrines, etc.) • Control of vehicle movement • Vehicle guides in "off-road" movements during night and blackouts • Storing, handling, and using gasoline and other flammables • Fire prevention equipment and activities • Assembly area designations • Inner and outer security measures • Firearms and ammunition controls • Maintenance and operation of mess trucks • Food and kitchen facilities (field ranges, portable heating units, diesel oil/gasoline burning equipment) • Portable power tool and device safety guards • Electrical equipment grounds • Motor parks or large pools (if tactical situation warrants) • Coupling/uncoupling trailers and motor vehicles	• Trailers (safety chains, tow bars, hitches, lights, brakes, etc.) • Adequate ventilation in all types of power unit-combustion engine operaton (carbon monoxide poisoning) • Proper Signal Corps lineman equipment • Area "off-limits" signs to unauthorized personnel • Presence of privately owned motor vehicles, motorcycles, etc. • Air raid/gas attack alarm systems • Personal conduct: - Horseplay and altercations - Sleeping under vehicles - Sleeping in open unprotected areas - Unauthorized hunting - Presence of intoxicants • Ventilation of tents, truck bodies, and vans • Location of motor. pools and vehicle parks (protection against fires, rolling vehicles and missappropriation) • Parking of vehicles to prevent rolling into bivouac area • Wire laying in vicinity of high voltage lines • Shower facilities • Refrigeration and food storage facilties • Walking on streets or highways at night (pedestrian hazard)

TABLE 1: (Continued)

ENFORCE TRAINING SAFETY REQUIREMENTS

If training involves AMMUNITION AND EXPLOSIVES, then check:	
• Handle inert ammunition as potentially dangerous • Who is authorized live ammunition • Handling and detonation of nuclear explosion simulators • Blank ammunition (supply, accountability, minimum firing distances known)	• Inert ammunition properly marked (INERT EMPTY or DUMMY) • Chemical landmines • Use of M-10 gun flash simulators • Handling and use of pyrotechnics (accountability) • Disposal of duds • No simulated hand grenades or improvised boobytraps
If training involves GAS MASKS, then check:	
• Properly labeled and colored • Sufficient oxygen in area	• Air and oxygen cylinders fully charged • Rubber or elastomer parts pliable
If training involves AVIATION GROUND OPERATIONS, then check:	
• Runways (length, width, condition) • Obstructions • Proper markings • Runway lighting (emergency) • Fire and crash rescue facilities • "Off-limits" signs • Gasoline handling and filtering • Emergency tiedown devices	• Dust control • Flying snow and whiteout control • Control of airplanes during ground operations • Operation of airplanes by unauthorized personnel • Accident investigation plan • Maintenance facilities • Weather prediction facilities
If training involves RANGES, then check:	
• Detailed maps to include surface danger zones for weapons to be fired in conjunction with specific ammunition to be used • Duds cleared from ranges prior to permitting personnel access • Range guards, barriers, signs, and signals posted • Ambulances, emergency-type medical vehicles/aircraft and medical personnel stationed • Downrange personnel protected • Hearing protection devices worn IAW AR 40-5	• Unauthorized trespass or presence on ranges prevented • [illegible]e conducted over the heads of [illegible]tected troops IAW approved [illegible]y procedures • [illegible]ing stopped when aircraft traverse the controlled area • Range layout (availability of Federal controlled real estate) adequate to contain the surface danger zone(s) for the weapons and ammunition authorized to be fired

TABLE 1: (Continued)

ENFORCE TRAINING SAFETY REQUIREMENTS

If training involves RANGES, then check: (Continued)
• Type of clearance to be performed determined • Only authorized ammunition permitted to be fired • Control of trespassing on range areas provides for: - Preventing trespassing of ranges during firing - Excluding all unauthorized personnel from the surface danger zone during firing - Prohibiting entry into the impact areas by unauthorized personnel until a thorough search has been made by qualified personnel with any duds destroyed by qualified personnel IAW TM 9-1300-200 - Permitting range access for training purposes, e.g., maneuvers, only after completion of a visual clearance operation (Digging of entrenchments, foxholes, slit trenches, etc., will not be permitted in impact areas.) - Preventing the handling or removal of unexploded ammunition (duds) by unauthorized personnel • All records available on an area to be cleared reviewed to determine the type of duds present and the degree of contamination • Range guards or barriers posted to cover all normal approaches to danger areas • The following warning signals and signs provided: - Scarlet danger flags (range flags) and when necessary warning signs displayed at appropriate points to warn personnel approaching a firing area in use - Signs denoting mandatory wear of hearing protection devices - Scarlet streamer displayed during daylight firing hours and supplemented by blinking red lights during the hours of darkness - Red flag displayed when firing from individual vehicles (to include tanks, APCs, etc.) - Signs located in the vicinity of firing areas warning personnel of the hazards from projectiles, backblast, bombs, duds, lasers, etc.

TABLE 1: (Continued)

CONDUCT EVALUATION AND CRITIQUE OF UNIT TRAINING

SUMMARY: Conduct an evaluation and critique of a unit's individual and/or collective training.

CONSIDERATIONS:

- An evaluation of unit training must precede a critique.
- A critique of training should be constructive. Its only purpose should be to help the trainer improve the training.

ACTIONS:

1. Observe the training session and evaluate the training using the attached Training Evaluation Report. Items should be checked to indicate whether they are being done (Yes), not being done (No), not applicable (N/A), or not observed. Use the comments section to describe what you saw.
2. Critique the training:
   - Tell the trainer and soldier(s) what you observed. Describe actual behaviors, if possible. Have the trainer and/or soldier(s) describe what they did.
   - Discuss why actions were effective or ineffective. Let the trainer and soldier(s) evaluate their own actions. If a judgment must be made, let the trainer make it. Refer to standards in the Soldier's Manual, ARTEP, or regulations, as needed.
   - Have the trainer or soldier(s) describe how to perform correctly next time or improve the training. Make suggestions, and correct them if their explanations are wrong.

REFERENCES:

FM 21-6, How to Prepare and Conduct Military Training, 3 NOV 75.

Battalion Training Management System, BTMS-AC-80-2, Training Supervisor's Workshop.

CONDUCT CRITIQUE OF UNIT TRAINING

TRAINING EVALUATION REPORT

Unit _____ Date _____

Subject/Mission _____ Principal Trainer _____

Time Training Began _____ Soldier(s) Present for Training _____

Ended _____ Time Evaluator Arrived _____

Location _____ Time Evaluator Departed _____

	YES	NO	N/A	NOT OBSERVED
1. Did the trainer state training objective(s) in terms of tasks, conditions, and measureable standards?	☐	☐	☐	☐
Comments:				
2. Were the resources adequate to accomplish the training?				
Time	☐	☐	☐	☐
Equipment	☐	☐	☐	☐
Training Area(s)/Classroom	☐	☐	☐	☐
Ammunition	☐	☐	☐	☐
Training Aids/Devices	☐	☐	☐	☐
Trainers (principal and assistants)	☐	☐	☐	☐
Comments:				
3. Were resources used efficiently?	☐	☐	☐	☐
Comments:				
4. Did the training progress in a logical sequence toward meeting the commander's training objective(s)?	☐	☐	☐	☐
Comments:				

CONDUCT CRITIQUE OF UNIT TRAINING

	YES	NO	N/A	NOT OBSERVED
5. Was the training free from distractions?	☐	☐	☐	☐
Comments:				
6. Was the training free from safety violations?	☐	☐	☐	☐
Comments:				
7. Did the soldiers undergoing training appear to be motivated?	☐	☐	☐	☐
Comments:				
8. Did the trainer:				
a. Inform the soldier(s) of the training objective(s) to be accomplished and give reason(s) for the training?	☐	☐	☐	☐
b. Arrange training area so all could see and hear well?	☐	☐	☐	☐
c. Use understandable words?	☐	☐	☐	☐
d. Demonstrate how to perform the objective(s) (when appropriate)?	☐	☐	☐	☐
e. Give all necessary information?	☐	☐	☐	☐
f. Avoid giving unnecessary information?	☐	☐	☐	☐
g. Require "walk through" performance of the objective (if appropriate)?	☐	☐	☐	☐
h. Encourage and respond to questions?	☐	☐	☐	☐

CONDUCT CRITIQUE OF UNIT TRAINING

	YES	NO	N/A	NOT OBSERVED
i. Exhibit adequate knowledge of subject matter?	☐	☐	☐	☐
j. Show interest in helping soldiers learn?	☐	☐	☐	☐
k. Make acceptable use of training aids?	☐	☐	☐	☐
l. Use assistant and peer trainers to best advantage?	☐	☐	☐	☐
m. Make on-the-spot corrections?	☐	☐	☐	☐
n. Require practice until the training standards were achieved?	☐	☐	☐	☐
o. Test soldier's ability to perform the commander's training objective?	☐	☐	☐	☐

Comments:

9. As a result of the training, did the soldier(s) successfully perform (i.e., meet or exceed the training standards)?	☐	☐	☐	☐

Comments:

10. Would you consider this training adequate?	☐	☐	☐	☐

Comments:

REVIEW DA FORM 268
(Report For Suspension of Favorable Personnel Actions)

SUMMARY: Correctly complete initial, interim and final reports using DA Form 268.

CONSIDERATIONS: DA Form 268 is initiated by the commander when derogatory information reflects unfavorably on the character/integrity of an individual.

- DA From 268 is applied to ANY member of the Army: Officer, warrant officer or enlisted person.
- Since this is serious and may affect the career of a service member, only authorized personnel may see the information.

ACTIONS:

1. Pull soldier's DA Forms 2 and 2475-2 (PDC) (source documents). Extract the required information, and correctly enter in blocks 1 through 17 of DA From 268. (See example A.)
2. All suspension of favorable personnel actions must be updated every 60 days. Interim reports are initiated on a new DA Form 268. Use the original date, leave block 17 empty, and report NEW information in block 18. The signature block date MUST be today's date. (See example B.)
3. Final reports are treated in the same manner as the interim report. A new DA Form 268 is filled out leaving blocks 12 through 17 empty. Enter results in block 18 and complete Section III. (See example C.)
4. To fill out the last major block (DISTRIBUTION), refer to AR 600-31.

REFERENCES: AR 600-31, Suspension of Favorable Personnel Actions for Military Personnel in National Security Cases and Other Investigations or Proceedings, 1 NOV 81.

AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material, 4 MAY 72.

REVIEW DA FORM 268
(Report For Suspension of Favorable Personnel Actions)

FILL IN

LEAVE BLANK

FILL IN

FILL IN

REPORT FOR SUSPENSION OF FAVORABLE PERSONNEL ACTIONS
For use of this form, see AR 600-31; the proponent agency is MILPERCEN

DATE SUSPENSION ACTION INITIATED: 30 Jul 81

1. NAME (Last - First - MI)	2. SOCIAL SECURITY NUMBER	SUSPENSE DATE INTERIM REPORT DUE (See para 8c)
STOOT, RONNIE P.	309-17-2443	28 Sep 81

3. RANK	4. PLACE OF BIRTH	5. DATE OF BIRTH	☒ INITIAL ☐ INTERIM ☐ FINAL
E4	INDIANAPOLIS, IN	21 Feb 51	

6. MOSC ENL & WARRANT OFFICERS	7. SPECIALTY DESIGNATORS AND OR. (Officers)	8. ☒ ON ACTIVE DUTY ☐ NOT ON ACTIVE DUTY ☐ ACTIVE DUTY FOR TNG	9. EXPIRATION DATE OF CAT OR TERM OF SERVICE
11B20			10 Oct 84

10. UNIT TO WHICH ASSIGNED AND MAJOR COMMAND	11. STATION (Geographical location)	12. HOME OF RECORD (Number and Street or RFD Number, City, State and ZIP Code) (INC and USAR only)
Co A, 2d Bn, 62d Inf FORSCOM	Fort Jones, GA 30312	

SECTION I - INITIAL REPORT

13. ☒ NEW INVESTIGATION ☐ REINVESTIGATION	14. DATE CURRENT INVESTIGATION INITIATED	15. HEADQUARTERS CONTROLLING SUSPENSION ACTION (Custodian of MPRJ and telephone no.)
	30 Jul 81	12th Inf Div (404) 357-2141

16. BASIS FOR SUSPENSION OF FAVORABLE PERSONNEL ACTIONS

- ☐ AWOL
- ☐ ARTICLE 15
- ☐ COURT-MARTIAL ACTION
- ☒ UNDER CHARGES OR RESTRAINT BY CIVIL AUTHORITIES
- ☐ ELIMINATION/DISMISSAL
- ☐ REMOVAL FROM PROMOTION/ COMMAND/SCHOOL LIST
- ☐ REFERRED OER (Para 4-27, AR 623-105)
- ☐ INTEREST OF NATIONAL SEC SECURITY
- ☐ UNFAVORABLE CHARACTERISTICS OR INTEGRITY
- ☐ OTHER (Explain)

17. SYNOPSIS OF AVAILABLE INFORMATION PERTAINING TO ACTION CHECKED IN ITEM 16 (Provide specifics)

SP4 Stoot is in the Macon County Jail. He is suspected of selling drugs.

SECTION II - INTERIM REPORT

18. SYNOPSIS OF AVAILABLE INFORMATION

SECTION III - FINAL REPORT UPON COMPLETION OF ACTION

19. ACTION TAKEN (Check appropriate box)	DISTRIBUTION
☐ CASE CLOSED FAVORABLY ☐ DISCIPLINARY ACTION TAKEN (Attach documents required by Para 8b) ☐ MEMBER DISCHARGED BY REASON OF ☐ RESIGNATION ☐ ETS ☐ RETIREMENT ☐ ELIMINATION (Attach one copy separation orders) ☐ MEMBER RELEASED FROM AD OR RETIRED WHILE CASE BEING PROCESSED (Transfer control to Commander, REPAC) ☐ OTHER FINAL ACTION (Explain)	1 - Cdr, 12th Inf Div 1 - Cdr, Co A, 2d Bn 1 - MPRJ 1 - Unit Suspense Files

DATE	TYPED NAME, GRADE, TITLE AND ORGANIZATION	SIGNATURE
30 Jul 81	ALBERT REED, 1LT, Cdr, Co A, 2d Bn, 62d Inf	

DA FORM 268 — EDITION OF 1 MAY 79 IS OBSOLETE. — SAMPLE "FOR INSTRUCTIONAL PURPOSES ONLY"

EXAMPLE A: INITIAL REPORT

REVIEW DA FORM 268.
(Report For Suspension of Favorable Personnel Actions)

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FILL IN

REPORT FOR SUSPENSION OF FAVORABLE PERSONNEL ACTIONS

For use of this form, see AR 600-31; the proponent agency is MILPERCEN.

DATE SUSPENSION ACTION INITIATED: 30 Jul 81

1. NAME (Last - First - MI)	2. SOCIAL SECURITY NUMBER	SUSPENSE DATE INTERIM REPORT DUE (See para 8c)
STOOT, RONNIE P.	309-17-2443	

3. RANK	4. PLACE OF BIRTH	5. DATE OF BIRTH	☐ INITIAL ☒ INTERIM ☐ FINAL
E4	INDIANAPOLIS, IN	21 Feb 51	

6. MOSC ENL & WARRANT OFFICERS	7. SPECIALTY DESIGNATORS AND BR. (Officers)	8. ☒ ON ACTIVE DUTY ☐ NOT ON ACTIVE DUTY ☐ ACTIVE DUTY FOR TNG	9. EXPIRATION DATE OF CAT OR TERM OF SERVICE
11B20			10 Oct 84

10. UNIT TO WHICH ASSIGNED AND MAJOR COMMAND	11. STATION (Geographical location)	12. HOME OF RECORD (Number and Street or RFD Number, City, State and ZIP Code) (NG and USAR only)
Co A, 2d Bn, 62d Inf FORSCOM	Fort Jones, GA 30312	

SECTION I - INITIAL REPORT

13. ☐ NEW INVESTIGATION ☐ REINVESTIGATION	14. DATE CURRENT INVESTIGATION INITIATED	15. HEADQUARTERS CONTROLLING SUSPENSION ACTION (Custodian of MPRJ and telephone no.)

16. BASIS FOR SUSPENSION OF FAVORABLE PERSONNEL ACTIONS

- ☐ AWOL
- ☐ ARTICLE 15
- ☐ COURT-MARTIAL ACTION
- ☐ UNDER CHARGES OR RESTRAINT BY CIVIL AUTHORITIES
- ☐ ELIMINATION/DISMISSAL
- ☐ REMOVAL FROM PROMOTION/ COMMAND/SCHOOL LIST
- ☐ REFERRED OER (Para 6-27, AR 623-105)
- ☐ INTEREST OF NATIONAL SEC SECURITY
- ☐ UNFAVORABLE CHARACTERISTICS OR INTEGRITY
- ☐ OTHER (Explain)

17. SYNOPSIS OF AVAILABLE INFORMATION PERTAINING TO ACTION CHECKED IN ITEM 16 (Provide specifics)

SECTION II - INTERIM REPORT

18. SYNOPSIS OF AVAILABLE INFORMATION

Investigation continues.

SECTION III - FINAL REPORT UPON COMPLETION OF ACTION

19. ACTION TAKEN (Check appropriate box)	DISTRIBUTION
☐ CASE CLOSED FAVORABLY ☐ DISCIPLINARY ACTION TAKEN (Attach documents required by Para 8b) ☐ MEMBER DISCHARGED BY REASON OF ☐ RESIGNATION ☐ ETS ☐ RETIREMENT ☐ ELIMINATION (Attach one copy separation orders) ☐ MEMBER RELEASED FROM AD OR RETIRED WHILE CASE BEING PROCESSED (Transmit correspondence to Commander, RCPAC) ☐ OTHER FINAL ACTION (Explain)	1 - Cdr, 12th Inf Div 1 - Cdr, Co A, 2d Bn 1 - MPRJ 1 - Unit Suspense Files

DATE	TYPED NAME, GRADE, TITLE AND ORGANIZATION	SIGNATURE
28 Sep 81	ALBERT REED, 1LT Cdr, Co A, 2d Bn, 62d Inf	

DA FORM 268 EDITION OF 1 MAY 76 IS OBSOLETE. SAMPLE "FOR INSTRUCTIONAL PURPOSES ONLY"

EXAMPLE B: INTERIM REPORT

REVIEW DA FORM 268
(Report For Suspension of Favorable Personnel Actions)

FILL IN

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FILL IN

REPORT FOR SUSPENSION OF FAVORABLE PERSONNEL ACTIONS
For use of this form, see AR 600-31; the proponent agency is MILPERCEN

DATE SUSPENSION ACTION INITIATED: 30 Jul 81

1. NAME (Last - First - MI): STOOT, RONNIE P.
2. SOCIAL SECURITY NUMBER: 309-17-2443
SUSPENSE DATE INTERIM REPORT DUE (See para 8c):
3. RANK: E4
4. PLACE OF BIRTH: INDIANAPOLIS, IN
5. DATE OF BIRTH: 21 Feb 51
☐ INITIAL ☐ INTERIM ☑ FINAL
6. MOSC ENL & WARRANT OFFICERS: 11B20
7. SPECIALTY DESIGNATORS AND BR. (Officers):
8. ☒ ON ACTIVE DUTY ☐ NOT ON ACTIVE DUTY ☐ ACTIVE DUTY FOR TNG
9. EXPIRATION DATE OF CAT OR TERM OF SERVICE: 10 Oct 84
10. UNIT TO WHICH ASSIGNED AND MAJOR COMMAND: Co A, 2d Bn, 62d Inf FORSCOM
11. STATION (Geographical location): Fort Jones, GA 30312
12. HOME OF RECORD (Number and Street or RFD number, City, State and ZIP Code) (NG and USAR only):

SECTION I - INITIAL REPORT

13. ☐ NEW INVESTIGATION ☐ REINVESTIGATION
14. DATE CURRENT INVESTIGATION INITIATED:
15. HEADQUARTERS CONTROLLING SUSPENSION ACTION (Confirmation of MPRJ and telephone no.):

16. BASIS FOR SUSPENSION OF FAVORABLE PERSONNEL ACTIONS

☐ AWOL
☐ ARTICLE 15
☐ COURT-MARTIAL ACTION
☐ UNDER CHARGES OR RESTRAINT BY CIVIL AUTHORITIES
☐ ELIMINATION/DISMISSAL
☐ REMOVAL FROM PROMOTION/ COMMAND/SCHOOL LIST
☐ REFERRED OER (Para 6-37, AR 623-105)
☐ INTEREST OF NATIONAL SEC SECURITY
☐ UNFAVORABLE CHARACTERISTICS OR INTEGRITY
☐ OTHER (Explain)

17. SYNOPSIS OF AVAILABLE INFORMATION PERTAINING TO ACTION CHECKED IN ITEM 16 (Provide specifics):

SECTION II - INTERIM REPORT

18. SYNOPSIS OF AVAILABLE INFORMATION

SP4 Stoot was found innocent of the charges.

SECTION III - FINAL REPORT UPON COMPLETION OF ACTION

19. ACTION TAKEN (Check appropriate box)

☒ CASE CLOSED FAVORABLY
☐ DISCIPLINARY ACTION TAKEN (Attach documents required by Para 8b)
☐ MEMBER DISCHARGED BY REASON OF ☐ RESIGNATION ☐ ETS ☐ RETIREMENT ☐ ELIMINATION (Attach one copy separation orders)
☐ MEMBER RELEASED FROM AD OR RETIRED WHILE CASE BEING PROCESSED (Transfer control to Commander, RCPAC)
☐ OTHER FINAL ACTION (Explain)

DISTRIBUTION:
1 - Cdr, 12th Inf Div
1 - Cdr, Co A, 2d Bn
1 - MPRJ

DATE	TYPED NAME, GRADE, TITLE AND ORGANIZATION	SIGNATURE
14 Oct 81	ALBERT REED, 1LT Cdr, Co A, 2d Bn, 62d Inf	

DA FORM 268 EDITION OF 1 MAY 78 IS OBSOLETE. SAMPLE "FOR INSTRUCTIONAL PURPOSES ONLY"

EXAMPLE C: FINAL REPORT

COORDINATE UNIT TRAINING

SUMMARY: Determine training needs, coordinate with other agencies/ offices to prepare for taining.

CONSIDERATIONS: Coordination must be done in a timely manner to allow other agencies and offices sufficient lead time to respond effectively to your unit's training needs.

ACTIONS:

1. Gather training information. Some important sources for training information are:

- Training meetings
- BN mission files
- CDR's guidance
- Training schedules
- Training outlines
- T & E schedules
- ARTEPs

From these references, you can:

- Determine type of training (tasks to be trained) and when it will be held. Keep in mind:
  - o Mandatory training
  - o Preparatory training
  - o Concurrent or remedial training
  - o Split training
- Determine who will do the training:
  - o Platoon/squad leaders
  - o Subject matter experts
  - o Special teams (NBC teams, etc.)
- Determine soldiers to be trained.
  - o How many
  - o Special characteristics (specific MOSs, etc.)
  - o Special Duty personnel for mandatory training
  - o Notification

COORDINATE UNIT TRAINING

2. Coordinate with other companies and within the company.

   - Other First Sergeants
   - Training NCO
   - Platoon Leaders/Platoon Sergeants
   - Squad Leaders

3. Determine specific training support/training resource needs. Use Table 1 as a checklist, and write down all your requirements. Keep in mind:

   - Number
   - Size
   - Time

4. Submit requests for resources and support IAW local SOP. Table 1 has space for you to fill in the name and phone number of the proponent agency for each type of resource.

5. Follow up your requests by contacting the responsible offices directly to see that paperwork is being accomplished. Table 1 has space for you to fill in POC and phone number at each local office responsible for training resources.

REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Book, APR 78.

TYPE OF RESOURCE	CONSIDERATIONS	PROPONENT AGENCY	RESPONSIBLE OFFICE'S POC AND PHONE
TRAINING AREA	Maneuver area Live fire area Outdoors-garrison Classroom Preparation of area Security of area Special conditions (night, inclement weather) Clearance procedures Ranges		
EQUIPMENT: Clothing	NBC Equipment Web gear Inclement weather gear Camouflage gear Firefighting equipment		
Weapons and Ammunition	Type Quantity Pick-up/turn-in Transportation Safety/security/storage		
Training Aids	Teaching aids (A-V, TEC, Sony Rover, TVT, etc.) Simulators (Lasers, REALTRAIN, TOW simulators, mines, etc.) Chalkboard Sandtable		

TABLE 1

TYPE OF RESOURCE	CONSIDERATIONS	PROPONENT AGENCY	RESPONSIBLE OFFICE'S POC AND PHONE
VEHICLES:			
Transportation	Mode (air, road, rail, water) Organic/support/TMP Convoy coordination		
Maintenance	Parking/Hardstand POL Towing Contact teams Organic/TMP		
HEALTH & WELFARE:			
Rations	Consolidated/separate mess Early/late messing Type of rations Special equipment		
Sanitation	Refuse: liquid/solid Chemical toilets Watering points Shower facilities		
Medical Support	Organic/hospital/BN aid station Safety equipment		
COMMUNICATIONS	Radio, telephone, etc. CEOI/CESI Emergency frequencies (MEDEVAC, etc.)		

TABLE 1 (Continued)

TYPE OF RESOURCE	CONSIDERATIONS	PROPONENT AGENCY	RESPONSIBLE OFFICE'S POC AND PHONE
PERSONNEL/EQUIP-MENT SUPPORT	Trains Advance/quartering party NBC teams OPFOR MP support/coordination Controllers Evaluators Attachments Assistant Instructors		

TABLE 1 (Continued)

REVIEW/CORRECT UNIT MANNING REPORT (UMR).

SUMMARY: Compare new UMR with previous edition; submit changes/ corrections to next higher headquarters.

CONSIDERATIONS: Report is submitted semi-monthly.

ACTIONS:

1. Compare data in new UMR to that contained in last UMR on file.
2. Check all data elements for accuracy and correct new UMR as needed. (See attached Chart for definitions).
3. Ensure previous correction submissions have been incorporated.
4. Forward new corrections to next higher headquarters.

REFERENCES: DA PAM 600-8-1, Standard Installation/Division Personnel System Unit Level Procedures, 1 SEP 80.

AR 600-200, Enlisted Personnel Management System, 1 JAN 81.

EXPLANATION OF CODES

(3) POS NUM	(4) TOE/TDA NO 070471101 / POS TITLE/NAME (6)	(5) PARA LIN / INDIV SSN (7)	(9) PSC / PSSI / PMOS (8)	A S I	(10) GRD	(11) C L R	(12) SMOSC	(13) VRB SRB EB	(14) L N G	(15) CS BR PP	(16) DMOS D-PSC	(17) T D	(18) PS PI	(19) P/DATE L/DATE	(20) PC ESA (22)	(21) RQ ETS	(23) DOR	(24) REMARK
(1) A001	FIRST SERGEANT	001 03	11B5M		1SG													
(2)	YASZTREMSKI CARL A	116-33-5068	11B5M	R6	1SG	S	13B50		GM		11B5M	M		76-11 81-02-16		N		

1. **AUTHORIZED LINE** — Information about duty position.
2. **INCUMBENT LINE** — Information about individual.
3. **POS NUM** — The position number applicable to a specific paragraph and line number of the TOE/TDA and the position number of the incumbent.
4. **TOE/TDA NO.** — The TOE/TDA number used as a basis for the UMR.
5. **PARA LINE** — The paragraph and line number as reflected on the TOE/TDA document.
6. **POS TITLE/NAME** — The Position Title Name is the Job Title as reflected on the TOE/TDA document or description designated by the commander and the name of the individual assigned to that position number.
7. **SSN** — The individual's Social Security Number.
8. **PMOS** — Primary Military Occupational Specialty Code applicable to warrant officers and enlisted personnel. If indicated on the authorized line, indicates the MOS authorized for that position. If indicated on the incumbent line, indicates the PMOS of the incumbent.
9. **ASI** — Additional Skill Identifier. If indicated on the authorized line, indicates the ASI applicable to the authorized MOSC. If indicated on the incumbent line, indicates the ASI applicable to the individual's PMOSC.
10. **GRD** — Grade. If indicated on the authorized line, indicates the grade authorized for the position. If indicated on the incumbent line, indicates the grade of the incumbent.
11. **CLR** — Security Clearance. If indicated on the authorized line, indicates the security clearance required. If indicated on the incumbent line, indicates the security clearance of the incumbent.
12. **SMOSC** — Secondary Military Occupational Code. The SMOSC of the incumbent, Grade E6 and higher.
13. **VRB/SRB/EB/MOS** — Enlistment or reenlistment bonus information on the incumbent.
14. **LNG** — Language Identity. If indicated on the authorized line, indicates the language identity required. If indicated on the incumbent line, indicates the language identity of the incumbent.
15. **CS/BR/PP** — Control Specialty (Comm only), Branch (WO only), Proficiency Pay (EM only). If indicated on the authorized line, indicates the CS/BR/PP required. If indicated on the incumbent line, indicates the CS/BR/PP of the incumbent.
16. **DMOS/DPSC** — Duty MOS and DPSC. If indicated on the incumbent line, indicates the DMOS or DPSC of the incumbent.

REVIEW/CORRECT UNIT MANNING REPORT (UMR).

EXPLANATION OF CODES
(continued)

(1) POS NUM	(6) POS TITLE/NAME	(5) PARA LIN INDIV SSN	(8) PSC PSSI PMOS	(9) A S I	(10) GRD	(11) C L R	(12) SMOSC	(13) VRB SRB EB	(14) L N G	(15) CS BR PP	(16) DMOS D-PSC	(17) I D	(18) PS PI	(19) P/DATE L/DATE	(20) PC	(21) RQ	(22) ESA/ETS	(23) DOR	(24) REMAR
A001	FIRST SERGEANT	001 03	11B5M		1SG														
(2)	YASZTREMSKI CARL A	116-33-5068	11B5M	R6	1SG	S	13B50		GM		11B5M	M		76-11 81-02-16		N			

17. ID — If indicated on the authorized line, indicates the authorized identity. If indicated on the incumbent line, indicates the sex code of the incumbent.

18. PS/PI — PS-Position Status Code. A code used to report the status of a TOE/TDA position. PI-Promotable Indicator. A code which indicates whether or not an individual is on a DA Promotion List.

19 P/DATE (Position Date) L/DATE (Loss Date) — Position Status Date. The effective year and month of the Position Status Code, used in conjunction with a Position Status Code, ref. AR 680-29.

20. PC — Position Assignment Priority. The assignment priority that has been assigned to a specific paragraph and line number.

21. RQ — Requisition Submitted for a Replacement. If a requisition has been submitted, a "Y" will be indicated in the authorized line. If no requisition has been submitted, an "N" will be indicated in the authorized line.

22. ESA/ETS — Expiration of Service Agreement/Expiration of Term of Service. If the incumbent is a commissioned or warrant officer, the data element is ESA. If an enlisted incumbent, the data element is ETS. The date (year, Month and Day) the incumbent is scheduled to be separated from active duty.

23. DOR — Date of Rank. The Year, Month and Day the incumbent was promoted to his current grade.

24. REMARKS — The following mnemonics and their meaning will print in this section:

- PMOS UNEQUAL - Authorized (Position) PMOSC not equal to the incumbent's PMOSC.
- ASI UNEQUAL - Authorized (Position) MOSC ASI not equal to the incumbent's ASI.
- GRADE UNEQUAL - Authorized (Position) grade not equal to the incumbent's grade.
- CLR UNEQUAL - Authorized (Position) Security Clearance not equal to the incumbent's security clearance.
- LANG UNEQUAL - Authorized (Position) Language Identifier not equal to the incumbent's language ability.
- LINE UNEQUAL - Two or more of the above conditions exist.

REVIEW/CORRECT UNIT MANNING REPORT (UMR).

REVIEW EER FOR ACCURACY AND COMPLETENESS

SUMMARY: Correctly process and review EERs.

CONSIDERATIONS:

- Procedures apply to all enlisted personnel, pay grade E-5 and above.
- The Enlisted Evaluation Reporting System (EERS) supports the Army's personnel management programs.

ACTIONS:

1. Establish controls to ensure compliance with the following:
   - Official rating schemes are developed and published.
   - Each rater is fully qualified and knows whom he/she is to rate.
   - Reports are prepared by the individuals designated.
   - Rating officials give timely counseling to subordinates.
   - Each rated soldier is provided a copy of the EER.
   - Soldiers receive assistance, if they request it, in preparing appeals.
   - Reports reach USAEREC or RCPAC NLT 60 days after the ending month of the report.
2. Establish an internal control system by performing the following:
   - Verify that the rating officials indicated in the DF are correct. Notify the PSNCO of any changes.
   - If the EER is due to the rated soldier's pending separation or reassignment, check the unit rating scheme and determine if any change of rater reports are required for the soldiers whom the rated soldier rates. If so, immediately request MILPO, through the PSNCO, to initiate the reports.

REVIEW EER FOR ACCURACY AND COMPLETENESS

- Verify that the minimum rating period requirement has been met. Obtain periods of nonrated days from DA Form 2475-2(PDC). If it is found that the minimum rating period has not yet been met but will be soon, inform the PSNCO.

- Forward the report to the rating officials for completion and ensure that the report is completed and returned to the PSNCO in a timely manner.

- Assign suspense dates to your raters and indorsers.

- Establish a EER log in which you indicate dates and to whom the EERs were given and the dates they are to be returned to you.

3. Identify the correct EER reporting period and type of report.

   - Reporting period (see Table 1).

   - Types of reports (see Table 1).

   - TDY/SD reports (see Table 2).

   - Nonrated periods (see Table 3).

4. Review EERs and follow-up.

   - Check the description of duties for accuracy. (Part II of the EER.)

   - Compare the numerical rating in Part III, A and B, to the narrative in Part III, C, for compatibility, (see sample EER at Figure 1).

   - Check for comparative equity with contemporaries by using the quarterly DA message on average EERs by grade and EERWA (Enlisted Efficiency Report Weighted Average).

   - Use EER checklist (Figure 2) to detect errors and edit the report only to ensure correctness.

REVIEW EER FOR ACCURACY AND COMPLETENESS

- Ensure that the rated individual has been properly counseled by the rating official.
- Forward the report in a timely manner to the PSNCO, with comment on the DF.

5. Returned EERs:

- Take corrective action as directed/indicated.
- Return corrected EER to MILPO IAW suspense date.

REFERENCES:

AR 623-205, Enlisted Evaluation Reporting System, 15 JUN 81.

AR 600-200, Enlisted Personnel Management System, 1 JAN 81.

DA Pam 600-8, Military Personnel Office Management and Administrative Procedures, 1 MAR 82.

REVIEW EER FOR ACCURACY AND COMPLETENESS

TYPE REPORT	WHEN PREPARED
CODE	
1. Initial Report	3 rated months after promotion to E5.
2. Annual Report	12 months after the ending month of the last report.
3. Change of Rater Report	Will be submitted if no other reports have been submitted in the preceding 3 months. a. Normal change of rater. b. Extended TDY or SD. c. ETS, except for immediate reenlistment. d. Relief or incapacition of rater.
4. Complete the Record Report	When the soldier is about to be considered by DA for school, promotion or CSM selection.
5. Special Report	a. To recognize a deed or act so outstanding that it should not await recognition. b. To reveal a performance deficiency so serious that it should not await normal reporting.
6. Relief for Cause Report	Upon the removal of an enlisted person from a rateable assignment based on a decision by a member of the person's chain-of-command or supervisory chain that his or her personal or professional characteristic, conduct, behavior, or performance of duty warrant removal in the best interest of the U.S. Army (AR 600-20).
7. Directed Report	When there is a requirement for a report and other provisions of this Chapter do not apply. CG MILPERCEN or CG RCPAC may direct a report to be submitted.

TABLE 1: TYPES OF REPORTS

REVIEW EER FOR ACCURACY AND COMPLETENESS

Period of TDY or SD	Required Evaluations	Optional Evaluations	Disposition
Less than 3 months	None	Letter Input to Rater	Note No. 1
3 months or more	DA Form 2166-6	None	Note No. 2

NOTES:

1. Letter input is prepared by the TDY or SD supervisor and sent to the rated soldier's military personnel office (MILPO).

2. A change-of-rater report is prepared by the TDY or SD supervisor and forwarded to USAEREC or RCPAC through the rated soldier's MILPO.

TABLE 2: TDY OR SD SUPERVISOR'S REPORTS

REVIEW EER FOR ACCURACY AND COMPLETENESS

1. Periods during which the soldier is in a status listed below are nonrated and will not be counted toward a rating period or rater/indorser qualification.

REASON CODE	DEFINITION
A	AWOL/Desertion
B	Break in active service of 12 months or less. (See 2 below.)
C	Confinement in a military or civilian detention facility; assignment to Military Personnel Control Facility; or assignment to Correctional Training Facility.
D	Temporary Disability Retired List (TDRL) status. (See 3 below.)
E	Break in eligibility for evaluation due to elimination of E-4 EERs, 1 Oct 79.
I	In transit between duty stations, including leave, travel, and Temporary Duty (TDY).
M	Missing In Action (MIA).
P	Patient (including convalescent leave).
Q	Lack of rater qualification.
R	New Recruiter Program.
S	Student at a military service or civilian school.
T	TDY or Special Duty (SD) other than that to attend school.
W	Prisoner Of War (POW).
Z	None of the above. Letter of explanation attached. This code will also be used when there is a nonrated period resulting from reduction to a grade below E5.

TABLE 3: NONRATED PERIODS

2. For a break in service of 12 months or less, that period will be included in the nonrated months recorded on the next EER. For a break in service of 13 months or more, the beginning month of the next EER will be the month the soldier returns to active duty.

3. For a TDRL status of any duration:

   a. The beginning month of the next EER will be the month following the ending month of the last EER.

   b. The inclusive dates of the TDRL period will be shown in Part I, Block K.

4. Periods of leave are rated, except as indicated in Reasons Codes I and P above.

5. The number of nonrated months during a report period will be computed as follows:

   a. Determine the total days in the report period during which the soldier was in a nonrated status (1 above).

   b. Convert the total nonrated days to nonrated months by using computation schedule below.

COMPUTATION OF NONRATED MONTHS

Total Nonrated Days	Nonrated Months
15 Days or less	0
16 days to 45 days	1
46 days to 75 days	2
76 days to 105 days	3
106 days to 135 days	4
136 days to 165 days	5

TABLE 3: (Continued)

REVIEW EER FOR ACCURACY AND COMPLETENESS

See Privacy Act Statement in AR 623-205, APPENDIX E.	ENLISTED EVALUATION REPORT (AR 623-205)	Proponent agency for this form is U.S. Army Military Personnel Center.

PART I. ADMINISTRATIVE DATA

A. LAST NAME — FIRST NAME — MIDDLE INITIAL	B. SSN	C. RANK (ABBR)	D. DATE OF RANK
Jones, Robert E.	517-33-4334	SFC	82-09-25

E. PRIMARY MOSC	F. SECONDARY MOSC	G. UNIT, ORGANIZATION, STATION, ZIP CODE/APO, MACOM
16B40	71L40	Btry B, 3d Bn(NH) 63d ADA Ft. Blank, Wis 99904(FC)

H. CODE/TYPE OF REPORT	I. PERIOD OF REPORT						J. RATED MONTHS	K. NONRATED MONTHS	L. NONRATED CODE
	FROM	YEAR	MONTH	THRU	YEAR	MONTH			
2 Annual		81	10		82	10	11	1	I

PART II. DUTY DESCRIPTION

A. PRINCIPAL DUTY TITLE: Platoon Sergeant — B. DUTY MOSC: 16B40

C. DESCRIPTION OF DUTIES:

Serves as launcher platoon sergeant of a NIKE HERCULES missile firing battery. Supervises daily platoon activities to include operations, training and maintenance of launchers, missiles and related equipment.

PART III. EVALUATION OF PROFESSIONALISM AND PERFORMANCE

RATER	INDORSER	A. PROFESSIONAL COMPETENCE
3	3	1. Demonstrates initiative.
4	5	2. Adapts to changes.
5	5	3. Seeks self-improvement.
5	5	4. Performs under pressure.
4	4	5. Achieves results.
4	4	6. Displays sound judgment.
4	4	7. Communicates effectively.
4	5	8. Develops subordinates.
4	4	9. Demonstrates technical skills.
5	5	10. Physical fitness.
42	44	SUBTOTALS

SCORING SCALE
(High)
5
4
3
2
1
0
(Low)

RATER	INDORSER	B. PROFESSIONAL STANDARDS
5	5	1. Integrity.
5	4	2. Loyalty.
4	5	3. Moral courage.
4	4	4. Self-discipline.
5	5	5. Military bearing.
4	4	6. Ethical judgment.
5	5	7. Supports EO/EO.
32	32	SUBTOTALS

[Add the Rater's SUBTOTALS (A and B) and enter it in the appropriate box in PART VI, SCORE SUMMARY. Do the same for Indorser.]

C. DEMONSTRATED PERFORMANCE OF PRESENT DUTY

1. Rater's Evaluation:

SFC Jones is an outstanding NCO whom I have come to trust and respect. His performance as Platoon Sergeant is more than adequate. I consider him to be an excellent leader in the NCO Corps. This NCO needs very little guidance and always successfully accomplishes all tasks given to him. He can adjust to changing situations and is capable of performing under pressure. SFC Jones is an asset to this unit.

2. Indorser's Evaluation:

SFC Jones' performance as Platoon Sergeant has been excellent in all respects. His efficiency, reliability and personal standards rank him with the best NCOs in the U.S. Army. He sets a good example for his subordinates while developing a well trained fighting team capable of accomplishing many assigned missions. He is respected by his superiors and subordinates. His ability and performance make him an asset to this unit.

DA FORM OCT 78 2166-6 REPLACES DA FORM 2166-6A, OCT 78, WHICH IS OBSOLETE.

FIGURE 1: SAMPLE ENLISTED EVALUATION REPORT (EER)

REVIEW EER FOR ACCURACY AND COMPLETENESS

PART IV. EVALUATION OF POTENTIAL

1. Rater's Evaluation: (Place score in applicable box)

40-38	37-20	19-0	40-0
[39] Promote ahead of peers.	[ ] Promote with peers.	[ ] Do not promote.	[ ] E8 Soldiers Only.

Comments: (potential for higher-level school, assignment, and supervisory responsibility)

SFC Jones has demonstrated the potential of becoming a First Sergeant. I recommend that he be permitted to attend the First Sergeant Course and subsequently be assigned as a First Sergeant.

2. Indorser's Evaluation: (Place score in applicable box)

40-38	37-20	19-0	40-0
[39] Promote ahead of peers.	[ ] Promote with peers.	[ ] Do not promote.	[ ] E8 Soldiers Only.

Comments: (potential for higher-level school, assignment, and supervisory responsibility)

SFC Jones has indicated that he can become a First Sergeant. Recommend attendance at the First Sergeant course and an assignment as a First Sergeant.

PART V. AUTHENTICATION

A. NAME OF RATER (Last, First, MI)	SSN	SIGNATURE
Avery, Leroy J.	612-73-6134	Leroy J. Avery

RANK, ORGANIZATION, AND DUTY ASSIGNMENT: 02 | Btry B 3/63d ADA Platoon Leader — DATE: 82 10 25

Refer to AR 623-205 for requirements to discuss contents of report with the rated soldier.

B. NAME OF INDORSER (Last, First, MI)	SSN	SIGNATURE
Burkely, David J.	368-73-1423	David J. Burkely

RANK, ORGANIZATION, AND DUTY ASSIGNMENT: 03 | Btry B 3/63d ADA Commander — DATE: 82 10 27

C. NAME OF RATED SOLDIER (Last, First, MI): Jones, Robert E.

SSN: 517-33-4434 — DATE: 82 10 28

I have verified Administrative Data, PART I, and Duty Description, PART II. I have seen this report as prepared by the Rater and Indorser. I understand that my signature does not constitute agreement nor disagreement with their evaluations.

Signature: Robert E. Jones

D. NAME OF REVIEWER (Last, First, MI): Johnson, Jerry J. — SSN: 606-18-1009

RANK, ORGANIZATION, AND DUTY ASSIGNMENT: 05 | 3d Bn 63d ADA Commander

I have reviewed this report in accordance with AR 623-205 on 82 10 28

Signature: Jerry J. Johnson

PART VI. SCORE SUMMARY

PART	RATER SCORE	INDORSER SCORE
III.	74	76
IV.	39	39
Sum	113	115
REPORT SCORE (R + I ÷ 2) =		114

PART VII. MILPO CERTIFICATION

A. SOLDIER'S COPY:

- [ ] Given to Soldier _____ (date)
- [ ] Forwarded to Soldier _____ (date)
- [ ] Mailed to Soldier _____ (date)

B. FORWARDING ADDRESS:

C. NO. OF INCL	D. DATE ENTERED ON DA FORM 2-1	E. MILPO SIGNATURE	F. MILPO CODE

FIGURE 1: (Continued)

REVIEW EER FOR ACCURACY AND COMPLETENESS

EER CHECKLIST

NAME: Last First, MI SSN GRADE orRANK

NOTE: A checkmark in any of the NO blocks indicates corrective action is required.

	YES	NO
PART I		
1. Block I. Is the period of the report more than three months (except for special report)?		
2. Blocks J, K and L. Is a number of months entered, is/are reason code(s) entered?		
PART II		
3. Block A. Is the principal duty title as recorded on DA Form 2-1, item 35 entered?		
4. Block B. Is the five-place duty MOS code entered?		
5. Block C. Is a clear concise description of the soldier's daily duties, including actual work performed, additional duties, and the overall scope of responsibility entered?		
PART III		
6. Block A. Has the soldier been evaluated with a numerical score (0-5 points) on items 1 through 10 with subtotal entered?		
7. Block B. Has the soldier been evaluated with a numerical score (0-5 points) on items 1 through 7 with subtotals entered?		
8. Block C. Have the rater and endorser prepared a narrative explaining the specific aspects of duty performance?		
PART IV		
9. Has the rater evaluated the soldier's potential by placing a numerical score (0-40 points) in the appropriate box?		
10. Has the endorser evaluated the soldier's potential by placing a numerical score (0-40) points) in the appropriate box?		

FIGURE 2: EER CHECKLIST

REVIEW EER FOR ACCURACY AND COMPLETENESS

	YES	NO
11. Have the rater and endorser entered comments relative to the soldier's potential for higher level schooling, assignments, and supervisory responsibility?		
PART V		
12. Have entries been completed by typing or printing in black ink, except for signature?		
13. Have proper rating officials signed the report?		
14. Are dates in proper sequence?		
15. If the report is a Special Report, has the report been reviewed by a field grade officer?		
16. Has the soldier signed the report or if not, is an explanation of why not signed entered in block C?		
PART VI		
17. Have the rater's and endorser's subtotals been transferred properly from Parts III and IV of the reports?		
18. Has the sum been added properly then divided by 2 and the report score properly entered?		

_____ _____

(Screened by) (Date)

FIGURE 2 (Continued)

SUPERVISE LOCAL AREA SECURITY (DEFENSIVE OPERATIONS)

SUMMARY: Supervise the planning and conduct of defensive operations.

CONSIDERATIONS: This aid contains basic considerations of defensive operations as they apply to any unit. Specific requirements will vary according to the type unit, the mission assigned and the local terrain and weather.

ACTIONS:

1. Understand and apply the fundamentals of defense as outlined in references.

2. Use Figure 1, Planning and Conducting the Defense, to supervise the planning and conduct of defensive operations.

REFERENCES: First Sergeants Course Materials, Field Operations Lesson

FM 7-10, The Infantry Rifle Company (Infantry, Airborne, Air Assault, Ranger), 8 JAN 82.

FM 71-1, The Tank and Mechanized Infantry Company Team, 30 JUN 77.

Related Job Aids:

Implement Tactical Cover and Deception Plans
Implement and Enforce Unit Communication Security (COMSEC) Procedures
Monitor Physical Security Program
Conduct Arms Room Inspection
Key and Lock Control

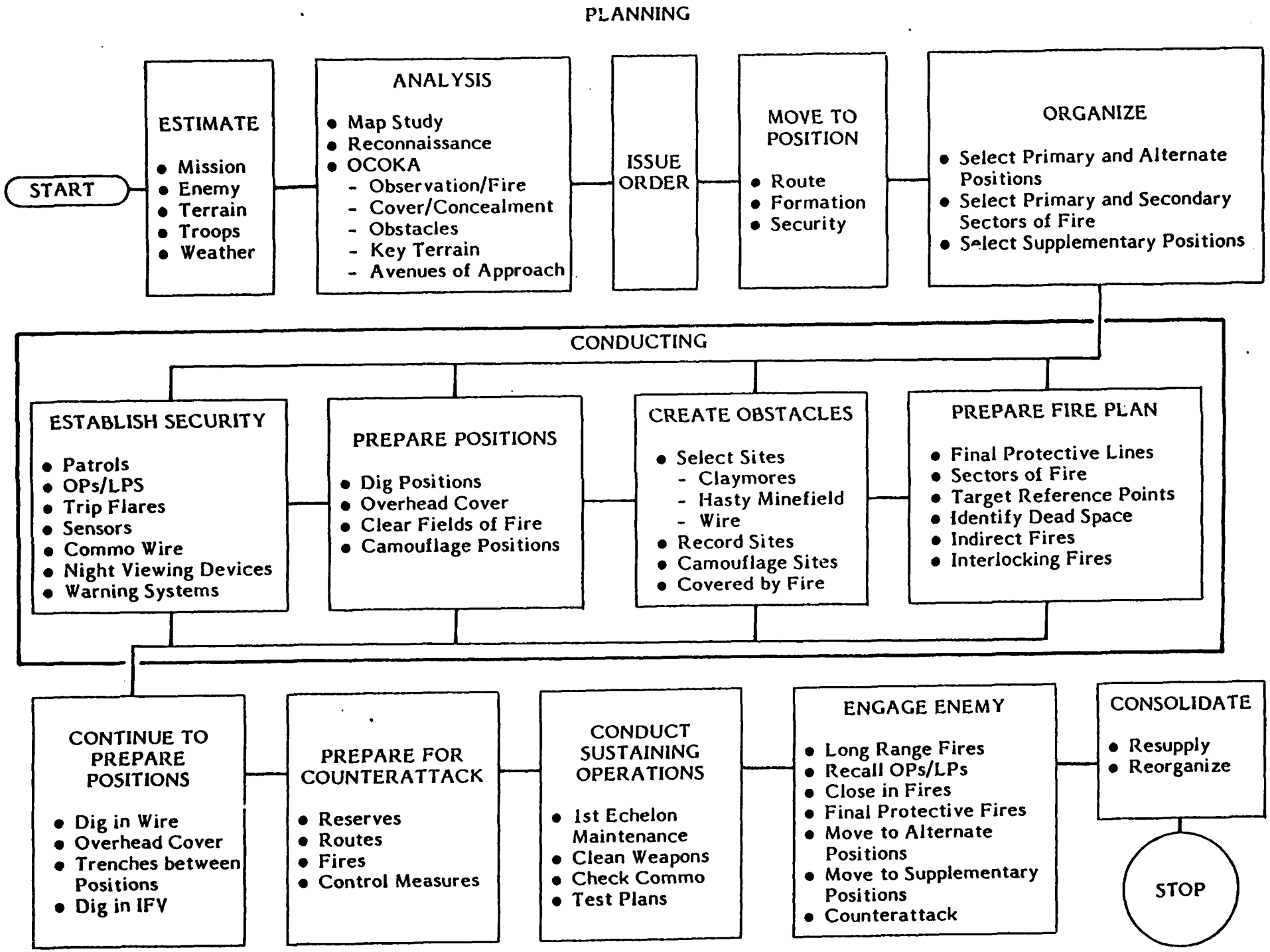


FIGURE 1: PLANNING AND CONDUCTING THE DEFENSE

CONDUCT NCO CALLS

SUMMARY: Prepare, conduct and control NCO calls to obtain useful feedback and/or assist in the professional development of NCOs.

CONSIDERATIONS:

- NCO calls should be conducted on a scheduled periodic basis, e.g., monthly or bi-weekly depending on your unit's needs and time available.
- Avoid use of NCO call in lieu of valid training requirements or professional development.
- NCO call can be either formal or informal.

ACTIONS:

1. Develop, with the commander, a unit NCO call policy/SOP.
2. Ensure widest possible dissemination of the information in the NCO call policy/SOP.
3. Plan for NCO call (see Planning Guide).
4. Notify participants in a manner so as to ensure maximum participation by unit NCOs (see NCO Call Notification).
5. Conduct NCO call (see Agenda Guide).
6. Exercise adequate control and direction over formal NCO calls.
7. Provide for a follow-up mechanism and encourage feedback through active participation (see Communications Flowchart).

REFERENCES:

FM 22-600-20, The Army Noncommissioned Officer Guide, MAR 80.

AR 350-17, Noncommissioned Officer Development Program (NCODP), 1 DEC 80.

RB 22-600-20, The Duties, Responsibilities and Authority of NCOs, JUN 81 (United States Army Sergeants Major Academy).

CONDUCT NCO CALLS

Plan each phase before moving to the next	PHASES	SUPPORTING ACTIONS
OUTCOMES	State Outcomes Desired: 1. What is to be understood? 2. What information or suggestions do you want from NCOs? 3. What problems do you want to solve? 4. What skills are to be learned?	How Will You Know You Have Gotten the Outcome You Want? 1. Written/oral check to see if NCOs can repeat, explain, etc. 2. List of at least ____ ideas/suggestions. 3. List of at least ____ alternative solutions. 4. Performance check.
METHODS	1. Lecture 2. Demonstration 3. Focused Discussion 4. Practical Exercise	Select method most appropriate to subject and audience. Rehearse.
RESOURCES	1. Guest speaker/ Assistant Instructor 2. Facilitator/Discussion Leader 3. Flip Charts/Visuals 4. Movies/Slides/Audio Tapes 5. Materials 6. Time 7. Facilities, classroom, etc.	Identified/qualified/notified Identified/qualified/notified Available, appropriate, current, self-made Available, appropriate, current Adequate, conducive Adequate, available

CONDUCT NCO CALLS

NCO CALL NOTIFICATION

DATE:

TIME: (Total time allotted if appropriate)

PLACE:

TOPIC(S):

PURPOSE: Information, decision, mission or other

UNIFORM:

EQUIPMENT:

PERSONNEL TO ATTEND: All NCOs, Jr. NCOs, Sr. NCOs

SPECIAL INSTRUCTIONS/INFORMATION

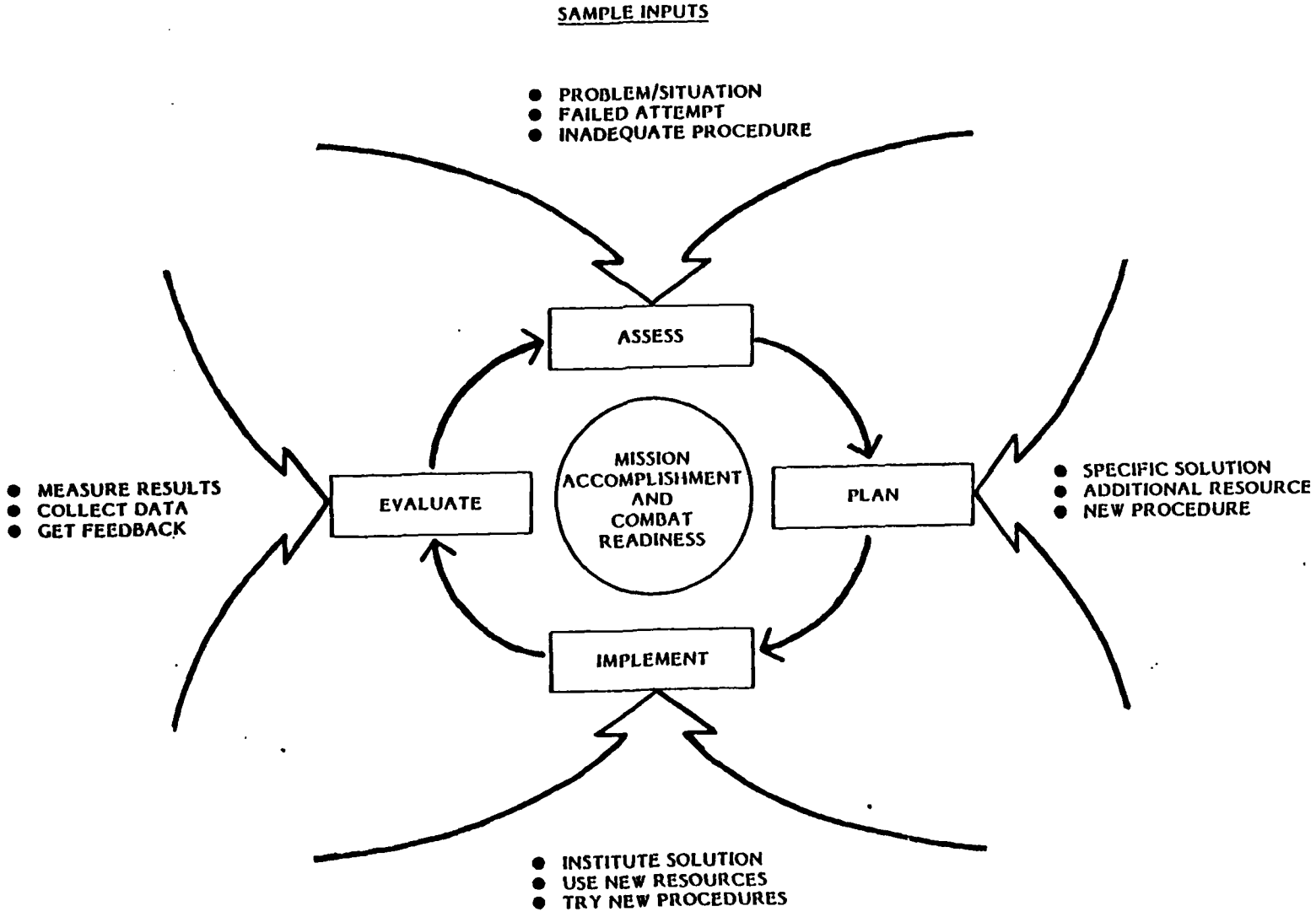
NOTE: Notification, like warning orders and op orders, can be verbal or written as the situation dictates.

NCO CALL AGENDA GUIDE

1. Introduce TOPIC/SPEAKER
2. Presentation of TOPIC
   Lecture/Discussion/Film/Slides, etc.
3. Review/highlight MAIN POINTS
4. Question/answer period
5. Summarize
6. Closing Statement/Remarks
7. Follow-through:
   - A. Inform Commander as to result of NCO Call.
   - B. Take any actions needed based upon findings/directions as a result of NCO Call.
   - C. Prepare and disseminate information to NCOs as to results/actions taken based upon NCO Call findings/directives.

COMMUNICATIONS FLOW CHART

CONDUCT NCO CALLS



SPOT CHECK VEHICLES FOR PREVENTIVE MAINTENANCE INDICATORS

SUMMARY: Quickly determine the general condition of the vehicles.

CONSIDERATIONS: For a detailed listing of the Preventive Maintenance Checks and Services (PMCS), see the Technical Manual (TM) for the vehicle.

ACTIONS: Use the attached checklist to perform spot checks on vehicles.

1. Checks in the NO blocks of items 1, 2, and 3 identify administrative deficiencies.

2. Checks in the YES blocks of items 4 through 14 identify operational deficiencies.

REFERENCES: FM 43-1 (TEST), Organizational Maintenance Manager's Guide, 10 OCT 80.

FM 43-1-1 (TEST), Organizational Maintenance Manager's Guide, 10 OCT 80.

DA Pam 750-1, Maintenance Guide For Leaders, 10 DEC 82.

SPOT CHECK VEHICLES FOR PREVENTIVE MAINTENANCE INDICATORS

ITEMS TO CHECK	CHECK FOR:	YES	NO
1. Operator's TM	Present on vehicle		
2. Log book	a. Dispatch trip ticket (DD Form 1970 or DA Form 2408-1)		
	b. Accident report form (SF91)		
	c. Accident Identification Card (DD 518)		
3. Operator's permit	a. Qualified on this vehicle		
	b. Current		
4. Lights and Reflectors	a. Broken		
	b. Missing		
	c. Inoperative		
5. Frame	a. Broken welds		
	b. Loose or missing bolts and rivets		
6. Exhaust System	a. Leaks		
	b. Loose or missing clamps and supports		
7. Fuel System	a. Leaks in tank		
	b. Leaks in lines		
8. Lug Nuts	a. Loose		
	b. Missing		

SPOT CHECK VEHICLES FOR PREVENTIVE MAINTENANCE INDICATORS

ITEMS TO CHECK	CHECK FOR:	YES	NO
9. Engine	a. Loose mounting bolts		
	b. Dirty filters		
	c. Oil below "add" level		
	d. Leaks		
10. Radiator	a. Leaves, bugs, and debris		
	b. Loose clamps		
	c. Coolant low		
	d. Leaks		
11. Belts	a. Missing		
	b. Broken		
	c. Loose		
	d. Frayed		
12. Battery	a. Discharged		
	b. Cracked		
	c. Corrosion on terminals		
	d. Loose cables		
13. Instrument Panel	a. Broken gauges		
	b. Inoperative gauges		
14. On Vehicle Equipment (OVE)	a. Missing items		
	b. Broken items		
15. Miscellaneous	a. Dirty		
	b. Chipped paint		

RECOMMEND PERSONNEL FOR MOS RECLASSIFICATION

SUMMARY: Process recommendations from higher HQ, determine whether reclassification is justified, recommend reclassification.

CONSIDERATIONS:

- Directive from higher headquarters.
- Commander recommends reclassification.
- Soldier requests reclassification.
- Reclassification boards are mandatory when:
  - o Soldier will lose proficiency pay.
  - o Soldier is serving on an enlistment or reenlistment for which he/she received a bonus.
  - o Soldier has or acquires a physical profile which precludes full duty performance in an MOS in combat.

ACTIONS:

1. Recommend reclassification if soldier meets one of the conditions listed on the decision matrix at Table 1.
2. Forward required paperwork to higher headuqarters.
   - Complete Comment 2, DA Form 2496 (FIgure 1).
   - If required, complete DA Form 4187; see table 2 for sample remarks.

REFERENCES: DA Pam 600-8, Military Personnel Management and Administrative Procedures, 1 MAR 82.

RECOMMEND PERSONNEL FOR MOS RECLASSIFICATION

CONDITION	ACTION TO BE TAKEN	REFERENCE
A. Commander determines soldier should be removed from MOS for one of the following reasons: 1. Erroneously awarded MOS. 2. Medical (physical) inability to perform required duties. 3. Disciplinary actions taken under UCMJ, if such action adversely affects the soldier's eligibility to perform duty in the MOS. 4. Loss of qualifications which makes the soldier incapable of satisfactorily performing in the MOS. 5. Lack of security clearance required to perform duties normally associated with MOS. Prior to any action taken because there is no security clearance, the provisions of AR 600-37 will be complied with. 6. Appointment to or reduction from a pay grade which is not commensurate with, or authorized for, previously held MOS. 7. Direction of HQDA.	1. Inform soldier of action to be taken. 2. Soldier should decide whether a Reclassification Board is/is not desired, except in cases where a Reclassification Board is mandatory. 3. Determine if action requires HQDA approval (Centrally managed MOS) or whether local headquarters can accomplish action. 4. Determine new MOS(s).	a. AR 600-200 b. AR 614-200 c. DA Circular 611 ser. d. AR 611-201 e. DA Pam 351-4 f. AR 600-37 g. AR 195-3

TABLE 1: DECISION MATRIX OF RECLASSIFICATION ACTIONS

RECOMMEND PERSONNEL FOR MOS RECLASSIFICATION

CONDITION	ACTION TO BE TAKEN	REFERENCE
8. Upon completion of any training or retraining action permitted by current DA policy to MACOM concerning surplus and shortage MOS. 9. When the Commander, US Army Criminal Investigation Command, accepts a soldier to perform the duties of an apprentice military police criminal investigator (AR 195-2). 10. Upon promotion in an MOS other than PMOS.	(See previous page)	(See previous page)
B. Change in soldier's profile, but soldier and commander determine the soldier can perform duties of MOS with the change in profile.	Prepare retention statement; take no action on reclassification until further notice.	AR 600-200 DA Pam 600-8
C. Change in soldier's profile; soldier and commander disagree as to soldier's continued performance of duties.	1. Whether change in profile is determined during periodic medical examination or commander and soldier disagree as to soldier's continued performance of duty, it is mandatory for soldier to appear before a Reclassification Board.	a. DA Pam 600-8 b. AR 600-200 c. AR 40-501 d. DA Circular 611 ser. e. AR 611-201 f. DA Pam 351-4 g. AR 614-200

TABLE 1: (Continued)

RECOMMEND PERSONNEL FOR MOS RECLASSIFICATION

CONDITION	ACTION TO BE TAKEN	REFERENCE
(See previous page)	2. Select new MOS(s) using references d through f. If Reclassification Board cannot recommend new MOS(s) and/or finds the soldier unfit for continued duty, refer action to a Medical Evaluation Board. If soldier fails to meet medical retention standards, he will be further referred to a Physical Evaluation Board. 3. Determine whether action concerns centrally managed MOS requiring HQDA approval or can be completed by local headquarters.	(See previous page)
D. Soldier volunteers for reclassification.	1. Determine eligibility (ref a through d); if training is required by reference d, see reference e. (1) If eligible, prepare DA Form 4187. (2) If ineligible, inform soldier of reason. 2. Determine if action requires HQDA approval (centrally managed MOS) or can be accomplished by local headquarters (reference f).	a. AR 600-200 b. DA Circular 611 ser. c. AR 611-201 d. DA Pam 351-4 e. DA Pam 600-8 f. AR 614-200

TABLE 1: (Continued)

DISPOSITION FORM

S: 30 Nov 00

For use of this form, see AR 340-15; the proponent agency is TAGO.

REFERENCE OR OFFICE SYMBOL	SUBJECT
(Office Symbol)	Involuntary Reclassification Notification

XX THRU Commander
1st Bn, 2d Inf
99th Inf Div
Ft Defense, VA 22310

FROM Commander
99th Inf Div
ATTN: MILPO
Ft Defense, VA 22310

DATE 16 Nov 00

CMT 1

TO Commander
Co A, 1st Bn, 2d Inf
99th Inf Div
Ft Defense, VA 22310

1. SGT Guy S. Foxx, 123-45-6789, a member of your command, has been identified for involuntary reclassification into PMOS (MOSC, Title). This involuntary reclassification is (HQDA directed)(initiated by the MILPO) due to an overstrength in the soldier's current PMOS (MOSC) and years of service group_____.

2. Request you inform SGT Foxx of this action and provide answers to the following questions not later than 30 Nov 00:

a. Does the unit commander consent to this action? If not, appropriate rebuttal will be required as an inclosure to the return comment.

b. Does the soldier consent to this action? If not, appropriate rebuttal will be requires as an inclosire to the return comment.

c. Does the soldier desire a Reclassification Board? If yes, appropriate statement from the soldier should be submitted as an inclosure to the return comment.

FOR THE COMMANDER:

//signed//
ROBERT G. RECKORD
CPT, AGC
Military Personnel Officer

1 Incl
(Copy of HQDA-directed notification)

DA FORM AUG 80 2496 PREVIOUS EDITIONS WILL BE USED ☆ U.S. G.P.O. 1980-665141/28

FIGURE 1: DA FORM 2496 FILLED OUT FOR MOS RECLASSIFICATION

RECOMMEND PERSONNEL FOR MOS RECLASSIFICATION

(Office Symbol)(16 Nov 00)
SUBJECT: Involuntary Reclassification Notification

THRU Commander
1st Bn, 2d Inf
99th Inf Div
Ft Defense, VA 22310

FROM Commander
Co A, 1st Bn, 2d Inf
99th Inf Div
Ft Defense, VA 22310

DATE 29 Nov 00 CMT 2

TO Commander
99th Inf Div
ATTN: MILPO
Ft Defense, VA 22310

1. SGT Guy S. Foxx, 123-45-6789, has been informed of his identification for involuntary reclassification into PMOS (MOSC, Title).

2. The following information is provided as requested in the preceding comment:

a. ☐ I consent to this action.

b. ☐ I do not consent to this action and rebuttal is attached.

c. ☐ SGT Foxx consents to this action.

d. ☐ SGT Foxx does not consent to this action and rebuttal is attached.

e. ☐ SGT Foxx desires a Reclassification Board and statement is attached.

f. ☐ SGT Foxx does not desire a Reclassification Board.

_Incl

//signed//
TERRY E. LEADER
CPT, Inf
Commanding

FIGURE 1: (Continued)
DA FORM 2496 FILLED OUT FOR MOS RECLASSIFICATION: REVERSE SIDE

RECOMMEND PERSONNEL FOR MOS RECLASSIFICATION

1. VOLUNTARY RECLASSIFICATION

   A. Request reclassification from my PMOS 76Y30 to PMOS 11B30. I have served in DMOS 11B30 from 4 Jan 00 to the present.

   B. Also, recommend designation of MOS 76Y30 as a SMOS.

2. INVOLUNTARY RECLASSIFICATION

   A. Request that SGT Foxx be involuntarily reclassified from PMOS 11B20 because (state specific reasons).

   B. Recommend new PMOS of _____.

   C. This action has been discussed with SGT Foxx, and he desires to appear before a Reclassification Board.

3. WITHDRAWAL FROM CAREER DEVELOPMENT PROGRAMS AND ASSIGNMENTS

   A. UP of Table 7-3, AR 614-200, I hereby request relief from performance of EOD duties and withdrawal of my EOD PMOS.

   B. I acknowledge that no EOD MOS will be awarded to me as a Primary, Secondary, or Additional MOS. I am withdrawing from the EOD Program because (state specific reasons).

TABLE 2: SAMPLE REMARKS FOR DA FORM 4187

IMPLEMENT TACTICAL COVER AND DECEPTION PLANS

SUMMARY: Supervise tactical cover and deception plans.

CONSIDERATIONS:

- Prevent being detected by the enemy.
- Deceive the enemy as to the actual location of the unit.

ACTIONS: Use Table 1 to implement your tactical deception plan.

REFERENCES: FM 5-20, Camouflage, 20 MAY 68.

FM 21-75, Combat Training of the Individual Soldier and Patrolling, 10 JUL 67.

U.S. Army First Sergeants' Course, 1982.

Job Aid: Implement and Enforce Unit Communication Security (COMSEC) Procedures

CAMOUFLAGE PROCEDURES

A. Individual Camouflage
   1. Helmet
      - Camouflage covers
      - Grass, twigs and leaves to break up helmet outline
   2. Tone down visible skin areas
      - Greasepaint (camouflage stick)
      - Lampblack
      - Soot from vehicle exhaust
   3. Personnel equipment
      - Mud or paint to remove shine from metals and leather objects
      - Tie down equipment that rattles
      - Break up outline of equipment

B. Vehicle Camouflage
   1. Break up the silhouette
      - Use tree branches on vehicle to block off sharp edges and hide distinctive features
      - Keep camouflage natural looking
      - Watch for changing vegetation
      - Don't over-camouflage
   2. Reduce glare
      - Pattern paint vehicle with drab-colored paint
      - Remove or tie down and cover windshields
      - Cover service drive headlights
      - Camouflage nets to hide stationary vehicles
      - Avoid geometric parking patterns
      - Take advantage of natural concealment and shadows
   3. Reduce vehicle signature
      - Reduce dust by careful route selection and use of speed controls
      - Reduce exhaust smoke by proper maintenance
      - Enfore a strict movement plan
      - Cover up track patterns

C. Fighting Positions
   - Use available cover
   - Blend position in with background and surrounding terrain
   - Avoid making trails to position
   - Avoid littering area
   - Replace dying vegetation

NOISE/LIGHT/LITTER PROCEDURES

A. Noise Discipline
   1. Learn to identify, evaluate and react to common battlefield noises
   2. Sound can be heard better at night
      - Fewer noises to interfere
      - Cooler, damper night air carries sound better
   3. Sounds can reveal your presence to the enemy by:
      - Unnecessary movement
      - Loud talking
      - Opening/closing of vehicle doors and hatches
      - Rattling of equipment
      - Coughing or sneezing that are not muffled
   4. Start all vehicles at same time to avoid disclosure of locations

B. Light Discipline
   1. Observance of Blackout Rules (at night)
      - Openings through which light can shine must be covered
      - Fires can be built only in specifically designated areas
      - Smoking forbidden near the enemy
      - Tactical night movement must be under blackout conditions
      - When flashlights are used, the prescribed filter must be used.

C. Litter Discipline
   - Keep defensive positions and assembly areas well policed
   - Bury and camouflage all refuse
   - If time does not permit burial of trash, carry it with you

EVALUATE OPERATIONS ORDERS FOR IMPACT ON UNIT CAPABILITIES

SUMMARY: Determine unit's ability to perform mission, and advise commander.

CONSIDERATIONS:

- Status of all personnel.
- Current operation status of all equipment.
- Current status of all supply and equipment shortages.
- Capabilities and limitations of the unit NCOs.
- Unit employment criteria, to include weapons systems.
- Current problem areas which affect individual sections.
- Status of individual and unit training.

ACTIONS:

1. Clarify questions pertaining to the operations order (see Figure 1).
2. Compare considerations to operations order.
3. Make recommendations to commander.

REFERENCES:

U.S. Army First Sergeant's Course (Lesson C), 1982.

FM 7-10, The Infantry Rifle Company (Infantry, Airborne, Air Assault, Ranger), 8 JAN 82.

FM 101-5, Staff Officer's Field Manual, Staff Organization and Procedure, 19 JUL 72.

EVALUATE OPERATIONS ORDERS FOR IMPACT ON UNIT CAPABILITIES

Assume that you are a Company 1SG and have just received your OPORD. Look at this guide and answer the questions with regard to your OPORD.

1. SITUATION:

   a. ENEMY:

      (1) What are implications for defense/offense?
      (2) What enemy elements are involved?

   b. FRIENDLY:

      Where does my unit fit in the plan? (Who is higher, lower, left/right?)

   c. ATTACHMENTS/DETACHMENTS:

      (1) What personnel, materiel, and equipment do I receive?
      (2) What personnel, materiel, and equipment do I give up?

2. MISSION:

   a. What are my company responsibilities? (directed and implied tasks?)

   b. Does mission require special operations? (urban, mountain, watercrossing, airmobile, etc.)

3. EXECUTION:

   a. When does operation begin?

   b. When does operation end?

   c. Does the company have the personnel, equipment, and training to perform its assigned mission?

   d. How does it affect the company trains?

   e. What is the scheme of maneuver?

   f. What is the fire support plan?

   g. What security precautions should be taken?

FIGURE 1: OPERATION ORDER GUIDE

4. SERVICE SUPPORT:

   a. What specific equipment is needed to support the operation?

   b. What vehicles, radios and other equipment need maintenance?

   c. Where is unused equipment stored, and when is it retrieved?

   d. What is the distribution of supplies (water, food, ammo, fuel, parts, etc.) to the company and its platoons?

5. COMMAND AND SIGNAL:

   a. SIGNAL:

      (1) What are the emergency signals?
      (2) What CEOI/CESI items are needed?

   b. COMMAND:

      (1) Where is the commander during the operation?
      (2) Where/when do I link up with commander?

FIGURE 1: (Continued)

MONITOR AWARDS AND DECORATIONS PROGRAM FOR ENLISTED PERSONNEL

SUMMARY: Monitor procedures for determining eligibility of personnel, preparing and submitting recommendations, and presenting awards and decorations.

CONSIDERATIONS:

- Military decorations are awarded to recognize heroic, extraordinary, outstanding, and meritorious acts, achievements, and service, or for wounds. Anyone having knowledge of such acts, achievements or service may initiate a recommendation using DA Form 638, Recommendation for Award.

- The Good Conduct Medal is awarded for exemplary behavior, efficiency and fidelity while serving on active duty for a specified period of time. Normally, a Personnel Actions Specialist uses the DA Form 2496 (Disposition Form) to notify the immediate commander when a person is eligible. The commander must approve the award or submit a statement of disapproval.

- Service medals are awarded for honorable performance of military duty within specified limited cases in designated geographical areas. Normally, a Personnel Actions Specialist sends a DA Form 2496 through the commander to notify the individual of the award.

- Badges are awarded for a high degree of skill, proficiency, and excellence in tests, competitions, and performance of duties. The unit commander normally initiates recommendations for award of skill or qualification badges using the DA Form 2496.

- Certificates of Achievement and letters of commendation or appreciation are prepared by the commander to recognize acts, achievements or services which do not meet the criteria for any of the other awards or decorations.

ACTIONS:

1. Use Table 1, Military Decorations, Table 2, Service Medals, or Table 3, Special Skill Badge Requirements to determine eligibility requirements.

   - Ensure soldier has not been recommended for or awarded a decoration for the same act.

- Ensure that soldier is not under charges or subject to other unfavorable action which would preclude selection under AR 600-31.

2. If the DA Form 638 is required, use Table 4, DA Form 638 to prepare and process the form.

3. For the Good Conduct Medal, complete the DA Form 2496 by indicating approval or disapproval. If disapproval is recommended:

   - Prepare statement of rationale, specifying the period of disqualification.

   - Forward statement to individual IAW AR 600-37 and obtain individual's signature.

4. For special skill badges, prepare recommendation IAW local procedures.

5. For certificates and letters of commendation or appreciation, prepare and forward two copies for inclusion in the MPRJ and the official military personnel file.

6. Upon receipt of appropriate orders, certificates, and awards ribbons and/or badges, present to recipients in an appropriate ceremony.

REFERENCES:

AR 672-5-1, Military Awards, 3 JUN 74.

AR 600-31, Suspension of Favorable Personnel Actions for Military Personnel in National Security Cases and Other Investigations or Proceedings, 1 NOV 81.

AR 600-37, Unfavorable Information, 15 NOV 80.

AR 670-1, Wear and Appearance of Army Uniform and Insignia, 1 NOV 81.

Decorations (In Order of Precedence)	Awarded for		Criteria	Remarks
	Heroism	Achievement or Service		
Medal of Honor	Combat		AR 672-5-1	
Distinguished Service Cross	Combat		AR 672-5-1	
Defense Distinguished Service Medal		War Peace	AR 672-5-1	
Distinguished Service Medal		War Peace	AR 672-5-1	
Silver Star	Combat		AR 672-5-1	
Defense Superior Service Medal		War Peace	AR 672-5-1	
Legion of Merit		War Peace	Performance such as to merit recognition of key individuals for service rendered in a clearly exceptional manner. In peacetime, service should involve a special requirement or an extremely difficult duty performed in a clearly exceptional manner. Justification may accrue from exceptionally meritorious service in a succession of important positions.	"Key individual" is a person occupying a position that is indispensable to an organization, activity or project. Exceptional performances of duties normal to grade, branch, specialty or assignment, and experience is not adequate justification.

TABLE 1: MILITARY DECORATIONS

Decorations (In Order of Precedence)	Awarded for		Criteria	Remarks
	Heroism	Achievement or Service		
Distinguished Flying Cross	Combat Non-combat	War Peace	Voluntary act of heroism above and beyond the call of duty. Extraordinary achievement so exceptional and outstanding as to clearly set person apart from comrades.	Will be made only to recognize single acts of heroism or extraordinary achievement.
Soldier's Medal	Non-Combat		Voluntary act of heroism involving personal hazard or danger and risk of life not involving conflict with armed enemy.	Will not be made solely on basis of having saved a life.
Bronze Star Medal	Combat	War Peace	Service should be in the nature of a special requirement or of an extremely difficult duty performed in an unprecedented and clearly exceptional manner (of lesser degree than that required for the Legion of Merit). Justification may accrue from exceptionally meritorious service in a succession of important positions.	Exceptional performance of duties normal to grade, branch, specialty or assignment, and experience is not sufficient for award.
Meritorious Service Medal		Peace	Outstanding meritorious achievement or service comparable to that required for the Legion of Merit, but in a position of lesser, though considerable, responsibility.	
Air Medal	Combat Non-combat	War Peace	• Single acts of meritorious achievement, involving superior airmanship, which are of lesser degree than required for award of Distinguished Flying Cross, but were accomplished with distinction beyond that normally expected.	For acts of heroism in combat, see AR 672-5-1. Accumulation of a specified number of hours and missions will not serve as basis for award.

TABLE 1: (Continued)

Decorations (In Order of Precedence)	Awarded for		Criteria	Remarks
	Heroism	Achievement or Service		
Air Medal (Continued)			• Sustained distinction in the performance of duties involving regular and frequent participation in aerial flight for a period of at least 6 months.	Award is primarily intended to recognize those who are on current crew member or non-crew member flying status.
Joint Service Commendation Medal	Combat Non-combat	War Peace	Meritorious achievement or service while assigned to a joint activity. Achievement or service, of lesser degree than for Meritorious Service Medal, must have been accomplished with distinction.	See AR 672-5-1 for listing of joint activities.
Army Commendation Medal	Combat Non-combat	War Peace	• Acts of valor of lesser degree than required for the Bronze Star Medal, including acts involving aerial flight. • Acts of non-combatant related heroism which do not meet criteria for Soldier's Medal. • Meritorious achievement or service accomplished with distinction of same degree required for Meritorious Service Medal. Achievement must have been of such magnitude as to clearly place person above peers. • Period of meritorious service will normally be at least 6 months.	Emphasis should be placed on award to outstanding company grade officers, warrant officers, and enlisted personnel. Exceptional performance of duty is not sufficient to justify award.
Army Achievement Medal		Peace	Meritorious service or achievement of a lesser degree than required for Army Commendation Medal.	Will not be awarded to general officers.

TABLE 1: (Continued)

Decorations (In Order of Precedence)	Awarded for		Criteria	Remarks
	Heroism	Achievement or Service		
Purple Heart	Wounds Received in Combat	War Peace	Wounded, killed, or died after being wounded: • In any action against an enemy of the U.S.; • In any action with an opposing armed force of a foreign country in which U.S. Armed Forces are/have been engaged; • While serving with friendly foreign forces in an armed conflict against an opposing armed force; • As a result of an act of any such enemy of opposing armed forces; or • As the result of an act of any hostile foreign force.	See AR 672-5-1 for definition of "wound." During peacetime, awarded in unusual cases involving terrorist incidents.
Good Conduct Medal		War Peace	• Qualifying periods of service: - Each 3 years of active Federal military service. - 1st award only, upon termination of service of less than 3 years but more than 1 year. - 1st award only, upon termination of less than 1 year if separation results from physical disability incurred in line of duty. - 1st award only, if killed in action or died prior to completion of 1 year of active Federal military service. • Character of service: Willing compliance with demands of military environment; loyalty and obedience to superiors; faithful support of goals of organization; exemplary conduct such as to distinguish person from fellow soldiers. • Performance: Efficiency evaluated as meeting all requirements and expectations of grade, MOS, and experience.	Immediate commander must make positive recommendation or prepare a statement of disqualification for specified period. Record of nonjudicial punishment is not automatic disqualification. Conviction by courts-martial terminates a period of qualifying service.

Medal	Eligibility	Requirements	Remarks
NCO Professional Development Ribbon	Active members of U.S. Army, Army National Guard, and Army Reserve.	Successful completion of the following NCO professional development courses: (1) Primary - PNCOC, PLC, or PTC. (2) Basic - BNCOC or BTC. (3) Advanced - ANCOC (4) Senior - First Sergeants Course and Sergeants Major Academy.	For NCO Academy courses conducted prior to 1976, credit will be given for the most closely corresponding level of completion. Diploma/certificate/DA Form 1059 or letter signed by appropriate school official is acceptable evidence of graduation. A numeral ("1" to "5") will be awarded for wear on ribbon to denote highest completed level.
Army Service Ribbon	Active members of U.S. Army, Army National Guard, and Army Reserve.	Successful completion of initial entry training: Officer - resident basic/orientation course. Enlisted - initial MOS producing course or upon honorable completion of 4 months of service when MOS assignment was based on civilian or other service acquired skills.	
Overseas Service Ribbon	Active members of U.S. Army, Army National Guard, and Army Reserve.	Credit for a normal overseas tour completion IAW AR 614-30. Overseas service with the USN, USAF, or USMC must be credited with a normal tour completion by that service.	Not to be awarded for overseas service recognized with another service medal. Numerals used to denote second and subsequent awards.

*For complete listing, see AR 672-5-1.

TABLE 2: SERVICE MEDALS
(Partial Listing)*

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
Expert Infantry	OFF: Primary or alternate of 11; EM: PMOS or SMOS of 11B or or 11C.	Proficiency Tests	Infantry unit of brigade or smaller. Student at or assigned to USAIS. Instructor or Drill Sergeant at Army Training Center.	N/A	N/A	AR 672-5-1
Expert Field Medical	OFF: Assigned or detailed to a medical branch; WO: AMEDS primary MOS; EM: Possess and qualified in AMEDS PMOS.	Proficiency Test	Field medical unit at field army or lower field command.	N/A	Excellent conduct and efficiency rating	AR 672-10 FM 8-15 FM 54-9
Parachutist	N/A	Proficiency test administered by Airborne Department, USAIS or airborne unit or one combat parachute jump.	N/A	N/A	N/A	AR 672-5-1
Senior Parachutist	N/A	Jumpmaster school or jumpmaster on at at least one combat jump, or jumpmaster on 15 non-combat jumps.	N/A	Jump status for 24 months	Excellent character and efficiency rating. Minimum 30 jumps: 15 equipment; 2 night; 2 mass tactical; jumpmaster on 1 or more combat jumps or 15 non-combat jumps.	AR 672-5-1

TABLE 3: SPECIAL SKILL BADGE REQUIREMENTS

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
Master Parachutist	N/A	Jumpmaster school, or jumpmaster on at least one combat jump, or jumpmaster on 33 non-combat jumps.	N/A	Jump status for 36 months	Excellent character and efficiency rating. Minimum 65 jumps: 25 equipment; 4 night; 5 mass tactical.	AR 672-5-1
Army Aviator Senior Master	(See Reference)	Prescribed schooling and proficiency tests.	(See Reference)	(See (Reference)	(See Reference)	AR 600-106
Flight Surgeon Senior Master	(See References)	Prescribed training and other requirements.	(See Reference)	(See Reference)	(See Reference)	AR 640-2-1 AR 600-106
Diver Scuba Second Class Salvage First Class Master	(See Reference)	(See Reference)	(See Reference)	(See Reference)	(See Reference)	AR 611-75
Explosive Ordnance Disposal (EOD)	Appropriate to duty position.	Basic EOD Course.	Assigned to EOD position in TOE/TD	Satisfactory performance in authorized position for 13 months.	N/A	AR 672-5-1
Senior EOD	Appropriate to duty position.	Basic and special weapons courses.	Assigned to EOD position in TOE/TD	18 months cumulative service in authorized position.	Recommended by immediate Commander. EOD qualification current at time of recommendation.	AR 672-5-1

TABLE 3: (Continued)

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
Master EOD	Appropriate to duty position.	Have award of Senior EOD Badge courses.	Assigned to authorized EOD position in TOE/TD	60 months cumulative service in TOD/TD position. Single award of Senior EOD Badge.	Recommended by immediate commanders. EOD qualification current at time of recommendation.	AR 672-5-1
Pathfinder	N/A	Pathfinder course, USAIS.	N/A	N/A	N/A	AR 672-5-1
Aircraft Crewman Temporary	Appropriate to duty position.	N/A	Crew member or non-crew member on flying status in unit authorized aircraft.	N/A	N/A	AR 672-5-1
Aircraft Crewman Permanent		School trained for crew member or non-crew member or meet "time" requirement.	Same as above.	Performed in crew member or non-crew member position for at least 12 months or meet "school" requirement.	Incapacitated for for further duty for reason of: - wounded as result of enemy action; - injured as result of aircraft accident for which person was not responsible; - participated in at least 15 combat missions under probable exposure to enemy fire while in crew member or non-crew member position.	AR 672-5-1

TABLE 3: (Continued)

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
Nuclear Reactor Operator: First Class	Appropriate to duty position.	Basic Badge plus certification by awarding authority.	Appropriate to duties	Complete minimum of 30 shifts as trainee first class if awarded second class badge; or 45 shifts as first class operator without second class badge.	Demonstrated ability to perform as maintenance technician in one specialty or as a Plant, Process Control Specialist.	AR 672-5-1 AR 350-224
Nuclear Reactor Shift Supervisor	Appropriate to duty position.	Comprehensive written examination. Certified by awarding authority.	Appropriate to duties.	At least 80 shifts as certified first class operator and 40 shifts as trainee shift supervisor.	N/A	AR 672-5-1 AR 350-224
Nuclear Reactor Plant Superintendent	Appropriate to duty position.	Comprehensive written and oral examination. Certified by awarding authority as Plant Superintendent (General).	Certified and performs duties as Plant Superintendent (Specific) of an operating nuclear reactor.	N/A	N/A	AR 672-5-1 AR 350-224
Nuclear Reactor Commander	Appropriate to duty position.	Comprehensive written and oral examination. Certified as Officer in Charge (General)	Certified and perform as Officer in Charge (specific) of an operating nuclear reactor.	N/A	N/A	AR 672-5-1 AR 350-224

TABLE 3: (Continued)

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
First Class	Appropriate to duty position.	Basic Badge plus certification by awarding authority.	Appropriate to duties	Complete minimum of 30 shifts as trainee first class if awarded second class badge; or 45 shifts as first class operator without second class badge.	Demonstrated ability to perform as maintenance technician in one specialty or as a Plant, Process Control Specialist.	AR 672-5-1 AR 350-224
Shift Supervisor	Appropriate to duty position.	Comprehensive written examination. Certified by awarding authority.	Appropriate to duties.	At least 80 shifts as certified first class operator and 40 shifts as trainee shift supervisor.	N/A	AR 672-5-1 AR 350-224
Plant Superintendent	Appropriate to duty position.	Comprehensive written and oral examination. Certified by awarding authority as Plant Superintendent (General).	Certified and performs duties as Plant Superintendent (Specific) of an operating nuclear reactor.	N/A	N/A	AR 672-5-1 AR 350-224
Reactor Commander	Appropriate to duty position.	Comprehensive written and oral examination. Certified as Officer in Charge (General)	Certified and perform as Officer in Charge (specific) of an operating nuclear reactor.	N/A	N/A	AR 672-5-1 AR 350-224

TABLE 3: (Continued)

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
Ranger	N/A	Ranger course at USAIS	N/A	N/A	MILPERCEN may award to those awarded CIB while serving in Ranger Battalions or Merrill's Marauders or to those completing a Ranger Course conducted by Ranger Training Command.	AR 672-5-1
Driver	Appropriate to duty position.	Have current SF 46 (operator's ID).	Assigned duty as driver, assistant driver, driving instructor, or driver examiner.	Satisfactory duty performance for a minimum of 12 consecutive months or driving at least 8,000 miles without accidents or violations.	Component bars authorized for: Driver-W (wheeled vehicle); Driver-T (tracked vehicle); Driver-M (motorcycles); Driver-A (amphibious vehicles)	AR 672-5-1
Mechanic	Appropriate to duty position.	Passed aptitude tests. Complete standard mechanics course with "skilled" rating or demonstrate sufficient previous experience.	Assigned primary duty as automotive or engineer mechanic, second echelon or higher; or is active instructor and, if required to drive, is qualified for operator's permit.	If required to drive, performed duty for 6 consecutive months without accidents or violations.	Component bar authorized for mechanic	AR 672-5-1

TABLE 3: (Continued)

Badge (Tab)	SSI-MOS	School-Test	Duty Position	Time	Other	Reference
Operators of Special Mechanized Equipment	Appropriate to duty position.	N/A	Primary duty involves operation of materials handling or other special handling equipment.	Completed 12 consecutive months or 500 hours without accident or written reprimand.	Component bar authorized for special mechanical equipment.	AR 672-5-1

TABLE 3: (Continued)

MONITOR AWARDS AND DECORATIONS PROGRAM FOR ENLISTED PERSONNEL

- Once the soldier's eligibility has been determined, complete DA Form as explained below:

  1. Part I (Personal Data)

Item Number	Information Required	Remarks
1	Name of recommended person	
2	SSN	Social Security Number
3	Grade	
4	Branch/PMOS	
5	Organization and station	Including ZIP Code
6	Recommended award	Initiating individual provides this; refer to AR 672-5-1, Section II to determine the appropriate award.
7	Whether award is posthumous	
7a	Date and place of death	If answer to #7 is "yes";
7b	Information regarding soldier's next of kin (NOK)	If answer to #7 is "yes";
8	Date award is to be given	Initiating person provides this information
9	Did soldier receive an an interim award?	If "yes," include name of award (refer to para 1-17, AR 672-5-1).

TABLE 4: DA FORM 638, RECOMMENDATION FOR AWARD

2. Part II (Recommendation for Award for Achievement or Service)

Item Number	Information Required	Remarks
10	Time period for which award is being recommended	Initiating person provides this information
11	Dates of assignment in unit and reason for end date	
12	Soldier's previous awards	Do not list award listed in item 9

3. Part III (Recommendation for Award for Heroism)

Item Number	Information Required	Remarks
13	Information and statements of eyewitness	These statements (certificates, affidavits, sworn statements, etc.) should be attached to the DA Form 638
14	Conditions in which act was performed	Item 14d refers to friendly forces. Information regarding enemy is entered in Part IV

TABLE 4: (Continued)

4. Part IV (Proposed Citation)

Regardless of type of recommendation, fill out Part IV (Item Number 15). Part IV is the proposed citation of the award. Since this will determine whether or not the soldier is to receive the award, the citation should be factual and concise. The citation may not be more than 9 lines long, must not exceed 12 characters per inch, and must be double spaced. A one page, double-spaced summary of the deed, service, or achievement may be included with the form as an enclosure. (see AR 672-5-1, Section III, paragraph 2-22d)

If the award is for an act of heroism, certain information must be included in Part IV. This includes the terrain and weather of the area in which the act occurred, and the effect of the act upon the enemy. For a complete list of required information, refer to AR 672-5-1, Section III, paragraph 2-22e.

5. Part V (Other Instructions and Authentication)
Complete as indicated.

Item Number	Information Required	Remarks
16	List of inclosures	Include affidavits, sworn statements, summary of award, etc.
17	Position of person recommending the award	Initiating person provides this information
18	Information about person recommending the award	Initiating person provides this information
19	Forwarding personnel	
20	Signature of initiating person	
21	Date of request	

TABLE 4: (Continued)

MONITOR AWARDS AND DECORATIONS PROGRAM FOR ENLISTED PERSONNEL

- Distribute completed DA Form 638.
  - Ensure that copies of the recommendations are submitted:
    a. to the approving authority in duplicate; and
    b. a copy for the file in the MPRJ.
  - Ensure that recommendations needing HQDA approval arrive at HQDA at least 60 days prior to the presentation date.
  - Ensure that the nominator signs DA Form 638 and attaches recommendation supporting documents.
- Review completed recommendation:
  - Unit Commander will:
    a. Review DA Form 638 and supporting documents.
    b. Prepare the first endorsement, containing:
       - Recommendation of approval or disapproval.

       If recommending disapproval, state the reasons.

       - Statement that the soldier is or is not under charges.
    c. Review, sign and forward endorsement and enclosures through command channels to PAC.

TABLE 4: (Continued)

MAINTAIN A DUTY ROSTER (DA FORM 6)

SUMMARY: Use the duty roster (DA Form 6) to select personnel for duty details.

CONSIDERATIONS:

- As a rule, a separate roster is maintained for each type of recurring duty requiring the detail of individuals.
- Each member has a right to inspect a duty roster from which he/she is detailed.

ACTIONS: Use the attached sample DA Form 6, Duty Roster, and accompanying explanation to:

1. Prepare a duty roster with required information.
2. Select and post details from duty roster.
3. Upon completion, file in accordance with instructions in current regulations.

REFERENCES: AR 220-45, Duty Rosters, 15 NOV 75.

MAINTAIN A DUTY ROSTER (DA FORM 6)

SAMPLE DUTY ROSTER

DUTY ROSTER | NATURE OF DUTY: CHARGE OF QUARTERS | ORGANIZATION: CO. A 3d INFANTRY | FROM (Date): 13 NOV 82 | TO (Date):

GRADE	NAME	Month / Day	November 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	December 1 2 3
SFC	ABLE		/1 /1 2 3 4 2 3 5 6 7 4 8 5 6 9 10 11 12 13	
SFC	BROWN (1)		1 /1 1 /1 2 3 1 2 4	
SP7	BURCH (2)		1 2 1 2 /1 2 /1 A A A A A 2 3 3 4 5 6 7	
SFC	COOK		1 2 1 2 3 /1 3 /2 3 4 1 5 2 3 6 7 8 9 10	
SFC	GEORGE, G.B.		1 2 1 2 3 4 /3 4 1 2 3 /4 1 2 5 6 7 8 9	
SP6	AMES (3)		1 2 1 2 3 4 5 3 4 D* /1 5 2 /1 3 4 5 6 7	
SS6	BOISE		1 2 1 2 3 4 5 3 4 /1 2 5 3 6 /4 5 6 7 8	
SGT	CALL		1 2 1 2 3 4 5 3 4 6 7 /5 1 6 7 2 3 4 5 6	
SGT	GEORGE, A.Z. (4)		4 2 1 2 3 4 5 3 4 6 7 8 5 D* D* /1 2 3 4	
SGT	HIMES		1 2 1 2 3 4 5 3 4 6 7 8 5 /6 7 1 2 3 4 5	
CPL	BOTTS		1 2 1 2 3 4 5 3 4 6 7 8 5 9 6 7 10 /1 2 3	
CPT	DALY		1 2 1 2 3 4 5 3 4 6 7 8 5 9 6 7 10 11 /1 2	
SP/4	EASY (5)		1 2 1 2 3 4 5 3 4 6 7 8 5 9 6 7 10	
SP/4	FOX		1 2 1 2 3 4 5 3 4 6 7 8 5 9 6 7 10 11 12 /1	
SP/4	HOWE		1 2 1 2 3 4 5 3 4 6 7 8 5 9 6 7 10 11 12 13	
SFC	CODY (6)		1	1 2 3 4 5
SP/4	BATES (7)			1 2 3 4

Shaded area indicates weekend/holiday duty.

BACK OF DUTY ROSTER

1. PCS.
2. Leave 22-26 Nov.
3. Staff Duty NCO.
4. AWOL 26-28 Nov.
5. Excused - detail as company clerk.
6. Assigned and joined.
7. Relieved as company clerk.

DA FORM 1 JUL 76 6 — PREVIOUS EDITIONS OF THIS FORM WILL BE USED UNTIL EXHAUSTED. — SEE REMARKS ON REVERSE. — For use of this form, see AR 220-45; the proponent agency is The US Army Adjutant General Center.

1. NATURE OF DUTY block:

   (a) Enter type of detail, e.g., Charge of Quarters, Sergeant of the Guard, etc.

   (b) Combine duties of like nature on a single roster if they require personnel in the same pay grades and if allowed by local policy.

2. ORGANIZATION block: Enter the unit or activity responsible for providing the details.

3. FROM (Date) block: Enter the date immediately following the TO date on the previous roster; for a new roster, the date of the first detail on the roster.

MAINTAIN A DUTY ROSTER (DA FORM 6)

4. TO (Date) block: Enter only when a DA Form 6 is closed. The date is always the date of the last detail performed.

5. GRADE and NAME blocks: Enter grade and name of each soldier.

Duty rosters contain only the names of persons required to perform the duty involved. When preparing a new roster, all names are entered alphabetically within the grade, beginning with the highest grade. Changes in personnel do not require new rosters. Following is the proper method to add, delete, or omit names:

(a) As personnel join the unit or become qualified to perform the duty, the names are added to the foot of the roster.

(b) When personnel are excused from duty or are no longer qualified to perform the duty, they may be deleted or omitted from the roster.

(c) When adding, deleting, or omitting persons from the roster, explanatory remarks are required. The reason is indicated by placing a number in parentheses immediately following the person's name. The number must correspond with the remarks on the rear of the duty roster form. An example of some remarks that may be used are:

(1) Assigned.

(2) Excused - SD.

(3) Promoted (used when promotion disqualifies person from performing detail).

(4) Reassigned.

(5) TDY until 24 April 1976.

6. MONTH/DAY lines:

(a) Enter the month in which the details are performed. A slash (/) separates the months and should be placed over the line that separates the last date of one month and the first date of the next month.

(b) The DAY line is subdivided into 40 blocks. Enter only the date that a detail was performed in the blocks.

(c) There are two techniques used to post days to the roster to assist you in keeping track of weekday and weekend or holiday duties:

(1) The first technique is to use red pencil to denote weekend or holiday and blue pencil to denote weekday.

(2) The second technique is to color the entire day column for weekends and holidays with a yellow pen and then post the numbers with a black pen. To help you keep a neat and accurate roster, always post tentative dates lightly in pencil. When you are sure the detail will be performed, go over the date with a pen. Type or print according to local policy.

(d) NONCHARGEABLE DAYS are indicated by an abbreviated code.

(1) Those who are absent or otherwise not available because of leave, pass, special duty, temporary duty, illness in the line of duty, or any other authorized reason not due to misconduct will be indicated by the letter "A." Numbering sequence is interrupted.

(2) Those eligible for detail, but who could not be selected because of previous detail (usually any detail which was not completed at least 24 hours prior to the new detail) or other detail, will be indicated by the letter "D." Numbering sequence continues.

(3) Those not available because of being absent without leave, in arrest, in confinement, sick not in the line of duty, or otherwise not available as a result of their own misconduct will be indicated by the letter "U." Numbering sequence continues.

7. SELECTING AND POSTING DETAILS FROM DUTY ROSTER.

(a) When selecting details from duty rosters, the person selected is the individual with the highest number. Place a single slash in the day block opposite the person's name. When the duty is performed, add two more slashes to the lower right corner of the individual's day block. When the person with the highest number is not available, the person on the roster with the next highest number in that same column will be detailed. Whenever a person who has been detailed for a duty cannot perform or complete the duty, the next eligible person in the same column will be detailed to perform or complete the detail.

(b) If a person is not available for a detail, a "nonchargeable day" is posted to the roster. Nonchargeable days are indicated by an abbreviation. The reasons that a person may not be available and the abbreviations are discussed above.

(c) Posting of duties is done only on the day the duty is performed. When details are selected, all other persons on the roster are "charged" with the number of days since they last performed the detail.

8. FILING AND DISPOSITION: When a DA Form 6 is closed, fill in the "TO (date)" block and file in unit functional files. Final disposition will be made IAW regulations pertaining to those files.

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

SUMMARY: Monitor proper and timely preparation of all necessary forms for Article 15s.

CONSIDERATIONS: Soldier is accused of a minor offense punishable under Article 15, UCMJ.

ACTIONS:

1. Monitor the correct preparation of DA Form 2627 (see Figure 1 for sample) to include the following:

   - Accused must be given sufficient time (generally 48 hours) to decide whether to demand trial by court-martial, request a hearing or a spokesperson, and/or present evidence.
   - Check to see whether there are any restrictions on the punishment the administering officer may impose. (See Table 1, Table of Punishments.)
   - If Article 15 is appealed, forward DA Form 2627 and any rebuttals to Judge Advocate for review of punishment when necessary, then to administering officer's superior officer for action on appeal.
   - If appealed, make sure accused has signed DA Form 2627 to indicate he/she has seen the action taken on the appeal.

2. If Summarized Proceedings are used, monitor DA Form 2627-1 (see Figure 2) for the following:

   - Accused was afforded the opportunity to take up to 24 hours to decide whether to demand trial by court-martial, present matters in defense, extenuation and/or mitigation.
   - Punishment does not exceed:
     - o Extra duties for 14 days.
     - o Restriction for 14 days.
     - o Oral reprimand or admonition.
     - o Combination of the above.

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

- Accused was afforded the right to appeal.
- If appealed, make sure accused has signed DA Form 2627-1 to indicate he/she has seen the action taken on the appeal.

3. Use DA Form 2672-2 (see Figure 3) for the following:
   - Suspension of punishment.
   - Mitigation of punishment.
   - Remission of unexecuted punishment.
   - Setting aside punishment.
   - Vacating of suspended punishment.
4. If a more severe punishment than that authorized at company level is appropriate, monitor preparation and distribution of proper DA Form 5109R (see Figure 4 for sample) to next superior officer. Note that transmitting officer cannot recommend punishment to superior officer.
5. Use Table 2 as a guide for removal of records of non-judicial punishment from military personnel files.

REFERENCES: AR 27-10, Military Justice, 1 SEP 82.

FM 27-1, Legal Guide for Commanders, 18 MAY 81.

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

SEE NOTES ON REVERSE BEFORE COMPLETING FORM.

RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

For use of this form, see AR 27-10; the proponent agency is The Judge Advocate General.

NAME AND GRADE	SSN	UNIT	PAY (Basic & Base/foreign)
Gravel, James E., SP4	199-24-4880	D Co, 1/5 Inf, 1st Inf Bde, Fort Blank, MO	$500

1. I am considering whether you should be punished under Article 15, UCMJ, for the following misconduct:1/

On or about 0800 hours, 20 June 1982, you absented yourself without authority from D Co, 1/5 Inf, 1st Inf Bde, located at Ft. Blank, MO and remained so absent until on or about 0300 hours, 22 June 1982. This is a violation of Article 86, UCMJ.

2. You are not required to make any statements, but if you do, they may be used against you in this proceeding or at a trial by court-martial. You have several rights under this Article 15 proceeding. First I want you to understand I have not yet made a decision whether or not you will be punished. I will not impose any punishment unless I am convinced beyond a reasonable doubt that you committed the offense(s). You may ordinarily have an open hearing before me. You may request a person to speak on your behalf. You may present witnesses or other evidence to show why you shouldn't be punished at all *(matters of defense)* or why punishment should be very light *(matters of extenuation and mitigation)*. I will consider everything you present before deciding whether I will impose punishment or the type and amount of punishment I will impose. If you do not want me to dispose of this report of misconduct under Article 15, you have the right to demand trial by court-martial instead.2/In deciding what you want to do you have the right to consult with legal counsel located at Building T-3100. You now have 48 hours to decide what you want to do.3/

DATE	NAME, GRADE, AND ORGANIZATION OF COMMANDER	SIGNATURE
1 Jul 82 TIME 0900	WILBUR L. WILSON, CPT, D Co, 1/5 Inf, 1st Inf Bde	Wilbur L. Wilson

3. Having been afforded the opportunity to consult with counsel, my decisions are as follow: *(Initial appropriate blocks, date, and sign)*

a. [ ] I demand trial by court-martial.

b. [JEG] I do not demand trial by court-martial and in the Article 15 proceedings:

(1) I request the hearing be [JEG] Open [ ] Closed. *(2)* A person to speak in my behalf [ ] Is [JEG] Is not requested. *(3)* Matters in defense, mitigation, and/or extenuation: [ ] Are not presented [JEG] Will be presented in person [ ] Are attached.

DATE	NAME AND GRADE OF SERVICE MEMBER	SIGNATURE
2 July 1982	JAMES E. GRAVEL, SP4	James E. Gravel

4. In a(n) [WLW] Open [ ] Closed hearing4/all matters presented in defense, mitigation, and/or extentuation, having been considered, the following punishment is imposed:4/5/

Reduction to the grade of PFC (Suspended for 90 days).

5. I direct the original DA Form 2627 be filed in the [ ] Performance fiche [WLW] Restricted fiche of the OMPF.6/

6. You are advised of your right to appeal to the Cdr, 1/5 Inf, 1st Inf Bde within 15 days. An appeal made after that time may be rejected as untimely. Punishment is effective immediately unless otherwise stated above.

DATE	NAME, GRADE, AND ORGANIZATION OF COMMANDER	SIGNATURE
2 July 1982	WILBUR L. WILSON, CPT, D Co, 1/5 Inf, 1st Inf Bde	Wilbur L. Wilson

7. *(Initial appropriate block, date, and sign)*

a. [ ] I do not appeal b. [JEG] I appeal and do not submit additional matters7/8/ c. [ ] I appeal and submit the matters attached7/8/

DATE	NAME AND GRADE OF SERVICE MEMBER	SIGNATURE
2 July 1982	JAMES E. GRAVEL, SP4	James E. Gravel

8. I have considered the appeal and it is my opinion that:

The proceedings were conducted in accordance with law and regulation.

DATE	NAME AND GRADE OF JUDGE ADVOCATE	SIGNATURE
3 July 1982	SHAWN B. KELLY, CPT, JAGC	Shawn B. Kelly

9. After consideration of all matters presented in appeal, the appeal is:

[DND] Denied [ ] Granted as follows:9/

DATE	NAME, GRADE, AND ORGANIZATION OF COMMANDER	SIGNATURE
6 July 1982	ORDER N. DeCOURT, LTC, 1/5 Inf, 1st Inf Bde	Order N. DeCourt

10. I have seen the action taken on my appeal.	DATE	SIGNATURE OF SERVICE MEMBER
	6 July 1982	James E. Gravel

11. ATTACHMENTS AND/OR COMMENTS 10/11/12/

DA FORM Nov 82 2627 EDITION OF DEC 78 IS OBSOLETE.

FIGURE 1: SAMPLE DA FORM 2627

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

NOTES

1/ Insert a concise statement of each offense in terms stating a specific violation and the Article of the UCMJ *(App 6, MCM)*. If additional space is needed, use item 11 or continuation sheets as described in note 10 below.

2/ If the member is attached to or embarked in a vessel, he or she is not permitted to refuse Article 15 punishment. In such cases, all reference to a demand for trial will be lined out and an appropriate remark will be made in item 11 indicating the official name of the vessel and that the member was attached to or embarked in the vessel at the time punishment was imposed.

3/ Give the member copy 5 of this form.

4/ Offenses determined not to have been committed will be lined out. If the imposing commander decides not to impose any punishment, the member will be notified and all copies of this form destroyed.

5/ Amounts of forfeitures or detention of pay will be rounded off to the next lower whole dollar. If a punishment is suspended, the following statement should be added after it: To be automatically remitted if not vacated before *(date)*. If punishment includes a written admonition or reprimand, it will be attached to this form and listed in item 11.

6/ The imposing commander will initial the appropriate block. The OMPF performance fiche is routinely used by MOS/specialty career managers and DA selection boards. The OMPF restricted fiche is not given to MOS/specialty career manager or DA selection boards without approval of the Cdr, MILPERCEN or selection board proponent.

7/ If the member appeals, this form and all written evidence considered by the imposing commander will be forwarded to the superior authority.

8/ Before acting on an appeal, it must be referred to a judge advocate for advice when the punishment, whether or not suspended, includes reduction of one or more pay grades from the fourth or a higher pay grade, or is in excess of one of the following: 7 days arrest in quarters, 7 days correctional custody, 7 days forfeiture of pay, or 14 days of either extra duties, restriction or detention of pay. *(See Article 15e(1) to (7), UCMJ.)*

9/ The superior authority will initial the appropriate block. If the appeal is granted, the specific relief granted will be stated according to note 11.

10/ In this space indicate the number of pages attached as follows: Attachments on appeal consist of____pages. Attachments include all written matters considered by the imposing commander submitted by the member on appeal and the commander's rebuttal, if applicable. If additional space is needed for completion of any item(s), use plain bond headed "Continuation Sheet 1", etc.

11/ Applicable portions of the following format may be used to record action taken on appeal. Appropriate language should be entered in item 11 or, if necessary, on a continuation sheet. Supplementary actions *(para 3-38, AR 27-10)* will be recorded on DA Form 2627-2.

Suspension, Mitigation, Remission, or Setting Aside

(DATE)

On *(date)*, the punishment(s) of_____,
imposed on *(date of punishment) (was) (were) (suspended and will be automatically remitted if not vacated before (date)) (mitigated to) (set aside, and all rights, privileges, and property affected restored) (by my order) (by order of) (the officer who imposed the punishment) (the successor in command to the imposing commander) (as superior authority).*

(Typed name, grade, and organization of commander) /s/_____

12/ Racial/ethnic identifiers will be placed in Item 11 *(Chapter 15, AR 27-10)*.

FIGURE 1: (Continued)
Reverse Side, Sample DA Form 2627

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

SEE NOTES ON REVERSE BEFORE COMPLETING FORM.

SUMMARIZED RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

For use of this form, see AR 27-10; the proponent agency is The Judge Advocate General.

This form will be used only in cases involving enlisted personnel and then *ONLY* when no punishment *OTHER THAN* oral admonition or reprimand, restrictions for 14 days or less, or a combination thereof has been imposed.[1/]

NAME AND GRADE	SSN	UNIT
Gravel, James E. SP4	199-24-4880	DCo, 115 Inf, 1st Inf Bde Ft Blank MO

1. On 1 July 1982, the above service member was advised that I was considering imposition of nonjudicial punishment under the provisions of Article 15, UCMJ, Summarized Proceedings, for the following misconduct:[2/]

On or about 1500 hours 28 June 1982, the service member was absent without authority from DCo, 115 Inf, 1st Inf Bde, located at Ft Blank, MO and remained so absent until on or about 0800 hours 30 June 1982, in violation of Article 86, UCMJ.

2. The member was advised that no statement was required, but that any statement made could be used against him or her in the proceeding or in a court-martial. The member was also informed of the right to demand trial by court-martial[3/], the right to present matters in defense, extenuation and/or mitigation, that any matters presented would be considered by me before deciding whether to impose punishment, the type or amount of punishment, if imposed, and that no punishment would be imposed unless I was convinced beyond a reasonable doubt that the service member committed the misconduct. The service member was afforded the opportunity to take 24 hours to make a decision regarding these rights. No demand for trial by court-martial was made. After considering all matters presented, the following punishment was imposed[4/]:

Oral reprimand and extra duty for 14 days

3. The member was advised of the right to appeal to the Cdr, 115 Inf, 1st Inf Bde within 15 days, that an appeal made after that time could be rejected as untimely, and that the punishment was effective immediately unless otherwise stated above. The member [WRW] Elected immediately not to appeal [ ] Requested time to decide whether to appeal and the decision is indicated in item 4, below.[5/6/]

DATE	NAME, GRADE, AND ORGANIZATION OF IMPOSING COMMANDER	SIGNATURE
1 July 1982	Wilbur L. Wilson, Cpt, DCo, 115 Inf, 1st Inf Bde	Wilbur L Wilson

4. *(Initial appropriate block, date, and sign)*

a. [WLW] I do not appeal b. [ ] I appeal and do not submit matters for consideration[7/] c. [ ] I appeal and submit the matters attached[7/]

DATE	NAME AND GRADE OF SERVICE MEMBER	SIGNATURE
1 July 1982	James E. Gravel, SP4	James E Gravel

5. After consideration of all matters presented in appeal, the appeal is:

[ ] Denied [ ] Granted as follows:[8/]

DATE	NAME, GRADE, AND ORGANIZATION OF COMMANDER	SIGNATURE

6. I have seen the action taken on my appeal.	DATE	SIGNATURE OF SERVICE MEMBER

7. ATTACHMENTS AND/OR COMMENTS[9/10/11/]

DA FORM 2627-1

FIGURE 2: SAMPLE DA FORM 2627-1

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

NOTES

1/ See AR 27-10 for further guidance. Ordinarily entries on this form will be handwritten in ink.

2/ Insert a concise statement of each offense in terms stating a specific violation and the Article of the UCMJ. If additional space is needed, use item 7 and/or continuation sheets as described in note 9 below.

3/ If the member is attached to or embarked in a vessel, he is not permitted to refuse Article 15 punishment. In such cases, all reference to a demand for trial will be lined out and an appropriate remark will be made in item 7 indicating the official name of the vessel and that the member was attached to or embarked in the vessel at the time punishment was imposed.

4/ Offenses determined not to have been committed will not be listed. If the imposing commander decides not to impose punishment, the member will be notified and no copies of this record will be prepared. If a punishment is suspended, the following statement should be added after it: "To be automatically remitted if not vacated before (date)."

5/ If the member immediately elects not to appeal, item 5 will not be completed.

6/ The imposing commander will initial the appropriate block.

7/ If the individual appeals, this form and all matters set forth in item 7 will be forwarded to the superior authority.

8/ The superior authority will initial the appropriate block. Refer to note 10, below.

9/ In this space indicate the number of pages as follows: Attachments on appeal consist of_____pages. Attachments include all written matters considered by the imposing commander, submitted by the member on appeal, commander's rebuttal, and copies of supplementary actions taken on the punishment. Supplementary actions will be recorded in accordance with note 10. If additional space is needed for completion of any item(s), use plain bond headed "Continuation Sheet 1," etc.

10/ Applicable portions of the following suggested formats may be used to record action taken on an appeal and supplementary actions for summarized Article 15 proceedings. Appropriate language should be entered in item 7 or, if necessary, on continuation sheets.

a. Suspension, Mitigation, Remission, or Setting Aside.

On *(date)*, the punishment(s) of _____
imposed on *(date of punishment) (was) (were) (suspended and will be automatically remitted if not vacated before (date)) (mitigated to) (set aside, and all rights, privileges, and property affected restored) (by my order) (by order of) (the officer who imposed the punishment) (the successor in command to the imposing commander) (as superior authority)*.

(Typed name, grade, and organization of commander) /s/_____

b. Vacation of Suspension

The suspension of the punishment(s) of _____
imposed on *(date of punishment) (is) (are)* hereby vacated. The unexecuted portion(s) of the punishment(s) will be duly executed.

(Typed name, grade, and organization of commander) /s/ _____

11/ Racial/ethnic identifiers will be placed in item 7 *(Chap 15, AR 27-10)*.

FIGURE 2: (Continued)
Reverse Side, Sample DA Form 2627-1

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

RECORD OF SUPPLEMENTARY ACTION UNDER ARTICLE 15, UCMJ

For use of this form, see AR 27-10; the proponent agency is The Judge Advocate General.

NAME AND GRADE	SSN	UNIT
James E. Gravel, PFC	199-24-4880	D Co, 1/5 Inf, 1st Inf Bde, Ft Blank, MO

TYPE OF SUPPLEMENTARY ACTION (OTHER THAN BY SUPERIOR AUTHORITY ACTING ON APPEAL) (Check appropriate box)

[ ] SUSPENSION (Complete item 1 below) [ ] MITIGATION (Complete item 2 below) [ ] REMISSION (Complete item 3 below)
[ ] SETTING ASIDE (Complete item 4 below) [X] VACATION OF SUSPENSION (Complete item 5 below)

1. SUSPENSION

The punishment(s) of _____

imposed on the above service member on _____ (is) (are) suspended and will automatically be remitted if not vacated before _____.
(date of punishment) (date)

2. MITIGATION

The punishment(s) of _____

imposed on the above service member on _____ (is) (are) mitigated to _____
(date of punishment)

3. REMISSION

The punishment(s) of _____

imposed on the above service member on _____ (is) (are) remitted
(date of punishment)

4. SETTING ASIDE

The punishment(s) of _____

imposed on the above service member on _____ (is) (are) set aside on the basis that _____
(date of punishment)

All rights, privileges, and property affected are hereby restored.

5. VACATION OF SUSPENSION

a. The suspension of the punishment(s) of Reduction to the grade of PFC

imposed on the above service member on 2 July 1982 (is) (~~are~~) hereby vacated. The unexecuted portion(s) of the punishment(s) will be duly executed.
(date of punishment)

b. Vacation is based on the following offense(s): On or about 0800 hours, 26 July 1982, SP4 James E. Gravel absented himself without authority from D Co, 1/5 Inf, 1st Inf Bde, located at Ft Blank, MO and remained so absent until on or about 0800 hours, 28 July 1982. This is a violation of Article 86, UCMJ.

c. The member (was) (~~was not~~) given an opportunity to rebut.

d. The member (was) (~~was not~~) present at the vacation proceeding (para 3-25, AR 27-10).

AUTHENTICATION (Check appropriate boxes)

[X] BY MY ORDER: [ ] THE OFFICER WHO IMPOSED THE PUNISHMENT
[X] THE SUCCESSOR IN COMMAND TO THE IMPOSING COMMANDER [ ] AS SUPERIOR AUTHORITY

DATE	NAME, GRADE, AND ORGANIZATION OF COMMANDER	SIGNATURE
1 Aug 1982	K. A. RABIES, CPT, D Co, 1/5 Inf, 1st Inf Bde	K A Rabies

DA FORM NOV 82 2627-2

FIGURE 3: SAMPLE DA FORM 2627-2

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

REQUEST TO SUPERIOR TO EXERCISE ARTICLE 15, UCMJ, JURISDICTION

For use of this form, see AR 27-10; the proponent agency is The Judge Advocate General.

THRU: *(Include ZIP Code)*	TO: *(Include ZIP Code)*

(Check appropriate block and complete narrative)

1. ☐ It has been reported ☐ The inclosed file indicates that on or

about _____ at _____
(Date) *(Place)*

_____

_____

_____

_____

_____

_____

NOTE: Insert the name and organization of the individual concerned and the nature of the alleged misconduct in the form of a clear and concise statement of an offense that constitutes conduct punishable under the UCMJ and the article of the UCMJ violated.

2. I recommend that you exercise your authority under the provisions of Article 15, UCMJ, in the disposition of this case.

3. Inclosures: *(List)*

DATE	NAME, GRADE, AND ORGANIZATION OF COMMANDER	SIGNATURE

DA FORM 5109-R, Nov 82

FIGURE 4: SAMPLE DA FORM 5109R

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

A. MAXIMUM PUNISHMENT FOR ENLISTED MEMBERS **

PUNISHMENT	IMPOSED BY COMPANY GRADE OFFICERS	IMPOSED BY FIELD GRADE OFFICERS
Admonition/Reprimand	Yes	Yes
Extra Duties	14 days	45 days
Restriction	14 days	60 days
Correctional Custody	7 days	30 days
Restricted Diet Confinement	3 days	3 days
Reduction: (E1 thru E4)	One grade	One or more grades
(E5 and E6)		One grade in peacetime
Forfeiture	7 days' pay	1/2 of 1 months' pay for 2 months
Detention	14 days' pay	1/2 of 1 months' pay for 3 months

B. PUNISHMENT FOR COMMISSIONED AND WARRANT OFFICERS

PUNISHMENT	IMPOSED BY COMPANY GRADE OFFICERS	IMPOSED BY FIELD GRADE OFFICERS
Admonition/Reprimand	Yes	Yes
Restriction	30 days	30 days

ONLY GENERAL OFFICERS OR GCM CONVENING AUTHORITIES MAY IMPOSE THE FOLLOWING PUNISHMENTS

Arrest	30 days
Restriction	60 days
Forfeiture	1/2 of 1 months' pay for 2 months
Detention	1/2 of 1 months' pay for 3 months

C. COMPUTING MONTHLY AUTHORIZED FORFEITURES AND DETENTIONS OF PAY UNDER ARTICLE 15, UCMJ

1. UPON ENLISTED PERSONS.

a. $\frac{\text{(Monthly Basic Pay}^{1}\text{)} + \text{(Foreign Pay}^{1,2}\text{)}}{2}$ = Maximum forfeiture or detention per month if imposed by major or above.

b. $\frac{\text{(Monthly Basic Pay}^{1}\text{)} + \text{(Foreign Pay}^{1,2}\text{)}}{30} \times 7$ = Maximum forfeiture if imposed by captain or below.

c. $\frac{\text{(Monthly Basic Pay}^{1}\text{)} + \text{(Foreign Pay}^{1,2}\text{)}}{30} \times 14$ = Maximum detention if imposed by captain or below.

2. UPON COMMISSIONED AND WARRANT OFFICERS WHEN IMPOSED BY AN OFFICER WITH GENERAL COURT-MARTIAL JURISDICTION OR BY A GENERAL OFFICER IN COMMAND.

$\frac{\text{(Monthly Basic Pay}^{1}\text{)}}{2}$ = Maximum authorized forfeiture or detention per month.[3]

1 At the time punishment is imposed.

2 If applicable.

3 Forfeitures may apply to not more than 2 months' pay; detentions to not more than 3 months' pay. Detentions may be for a period not to exceed 1 year or ETS, whichever is earlier.

* Subject to limitations imposed by proper authority.

** Maximum Punishment in Summarized Procedures (Enlisted Persons Only). The maximum punishment imposable by any commander under Summarized Procedures will not exceed extra duty for 14 days, restriction for 14 days, oral reprimand or admonition, or any combination thereof.

NOTE: Before acting on an appeal, a record of nonjudicial punishment must be referred to a judge advocate for advice when the punishment, whether or not suspended, includes reduction of one or more pay grades from the fourth or a higher pay grade, or is in excess of one of the following: 7 days arrest in quarters, 7 days correctional custody, 7 days forfeiture of pay or 14 days of either extra duties, restriction, or detention of pay (see UCMJ, Art. 15e(2) to (7)).

1: MAXIMUM PUNISHMENTS ALLOWED UNDER ARTICLE 15, UCMJ

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

RESTRICTIONS ON PUNISHMENTS

- o A commanding officer may only impose Article 15 punishment on those military members within his/her command, unless limited by a superior commanding officer.
- o A field grade Article 15 may not be administered for misconduct previously punished by a company grade Article 15.
- o An offender cannot be punished under Article 15 for the same act or acts over which a civil court has exercised jurisdiction. NOTE: WHEN CIVILIAN PUNISHMENT SEEMS INADEQUATE, A COMMANDER MAY REQUEST BY LETTER THROUGH CHANNELS THAT HE/SHE BE GIVEN AUTHORITY TO IMPOSE ADDITIONAL PUNISHMENT.
- o Several minor offenses arising from substantially the same transaction will not be punished separately under Article 15.
- o Restriction and extra duty may be combined, but the total may not exceed the maximum allowed for extra duty.
- o A company or battalion commander must have a grant of authority from the GCM authority or a general officer in command prior to exercising the power to impose correctional custody.
- o An E4 may not be placed in correctional custody, but an E4 may be reduced to E3 and placed in correctional custody as part of the same punishment.
- o Correctional custody may not be combined with restriction or extra duties.
- o Forfeiture of pay is based upon the grade to which the offender was reduced, even if the reduction is suspended.
- o Forfeiture of pay may not be combined with detention of pay.
- o E7 - E9 may only be reduced at DA level.

TABLE 1: (Continued)

MONITOR ADMINISTRATIVE PREPARATION OF RECORD OF PROCEEDINGS UNDER ARTICLE 15, UCMJ

RULE	A	B	C		D
			Then the Record of Nonjudicial Punishment (DA Form 2627) filed in		
	If a	on the basis that	the performance portion of the OMPF	the restricted portion of the OMPF	providing that
1	commander who imposed the punishment, successor in command, or next superior authority sets aside the punishment	evidence exists which clearly absolves the member of the offense(s)	will be transferred to the restricted portion of the OMPF and the copy in the MPRJ removed	will remain so filed	
2	member in the grade of E6 or above applies to the DA Suitability Evaluation Board (DASEB) for transfer of the record of nonjudicial punishment from the performance portion of the OMPF	the record of nonjudicial punishment has served its purpose and that removal is in the best interest of the Army	will, upon approval of the member's application, be transferred to the restricted portion of the OMPF and the copy in the MPRJ removed		
3	member in the grade of E5 or below applies to the Army Board for Correction of Military Records (ABCMR) for transfer of record of nonjudicial punishment from the performance portion of the OMPF	the record of nonjudicial punishment has served its purpose and that removal is in the best interest of the Army, or			
4		evidence exists which clearly absolves the member of the offense(s)			
5	member in the grade of E6 or above applies to the ABCMR for transfer of the record of nonjudicial punishment from the the performance portion of OMPF	the record of nonjudicial punishment has served its purpose and that removal is in the best interest of the Army			the member has already applied to DASEB and the request was denied.
6		evidence exists which clearly absolves the member of the offense(s)			

TABLE 2: REMOVAL OF RECORDS OF NONJUDICIAL PUNISHMENTS FROM MILITARY PERSONNEL FILES

DISPLACE UNIT FROM ONE LOCATION TO ANOTHER BY ROAD

SUMMARY: Plan and supervise unit displacement by convoy.

CONSIDERATIONS:

- Unit displacements are executed in response to a verbal or written OPORD from higher HQ.
- This aid deals only with road movements. For unit displacements by air, rail, or water, see unit deployment SOP.

ACTIONS:

1. Review the OPORD which details your unit's movement, and take necessary steps to plan and monitor road movement (see Figure 1).
2. Plan unit displacement by road (see Table 1). Write any special remarks in the space provided.
3. Compute convoy configuration and time considerations (see Table 2).

REFERENCES: First Sergeants' Course Material

FM 71-1, The Tank and Mechanized Infantry Company Team (How to Fight), 30 JUN 77.

FM 7-11B5, Soldier's Manual, Skill Level 5, 5 SEP 79.

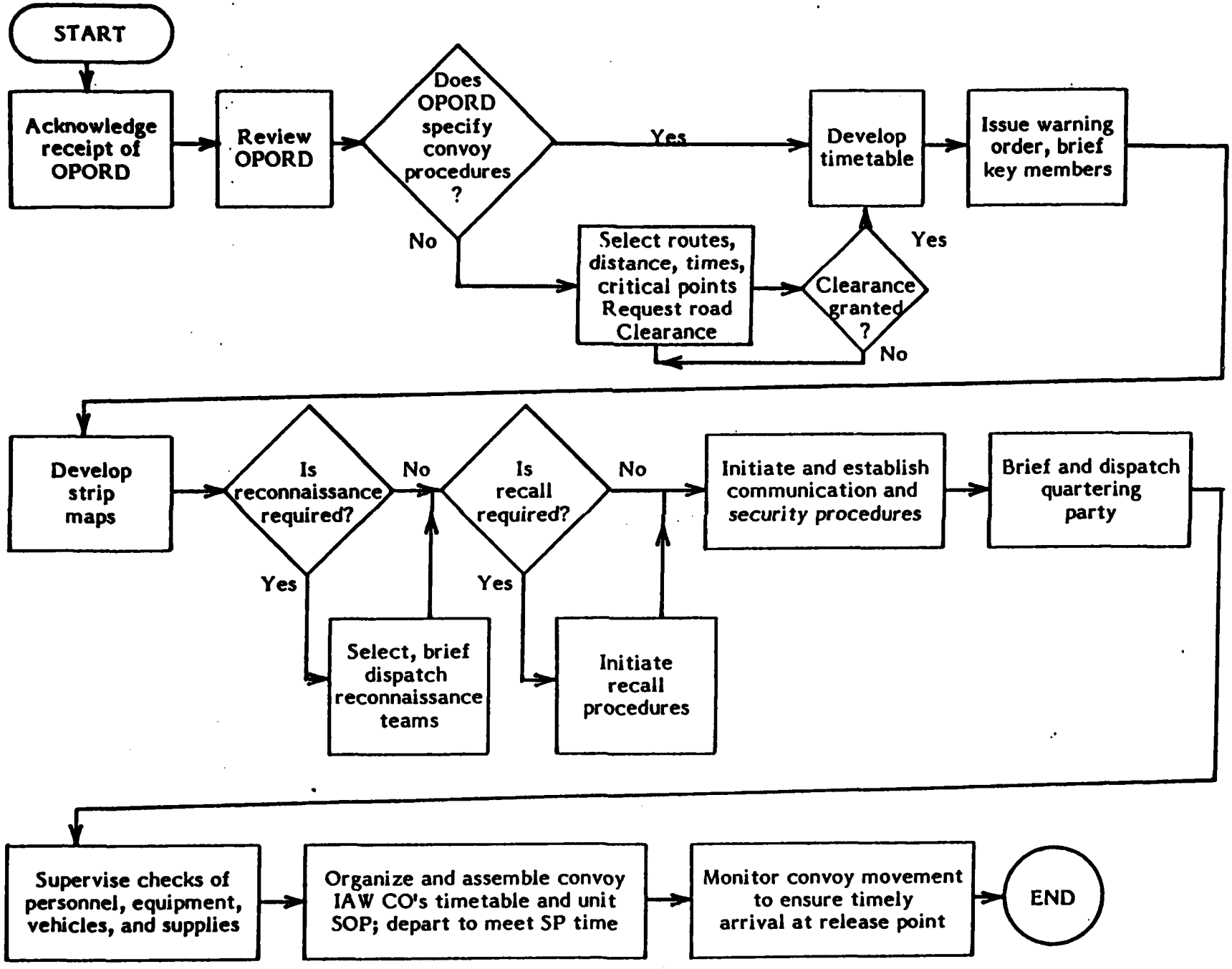


FIGURE 1: PLANNING AND MONITORING ROAD MOVEMENT

DISPLACE UNIT FROM ONE LOCATION TO ANOTHER BY ROAD

TYPE OF PREPARATION	CONSIDERATIONS	REMARKS
PREDISPLACEMENT PROGRAMS	TRAINING: Driver's training, communications training, practice alerts/recalls, emergency redeployment exercises, convoy training, loading plan exercises, equipment maintenance. STATUS OF SUPPLY AND MAINTENANCE STATUS OF UNIT SOPs: Preparation of loading plans, unit recall procedures, designated field uniform, convoy procedures, communications procedures, RSOP, maintenance, stay-behind force, weapons issue procedures, safety, security.	
RECONNAISSANCE	MAP, AIR, GROUND: Availability and conditions of routes, rates of march, classification of roads and bridges, congested areas, tunnels, rock falls/slides, SP and RP, locations of halts and feeding/refueling areas, assembly/bivouac area, road distances, obstacles and repairs needed, guides required.	
SELECTION OF POSITION	CHARACTERISTICS: Defensibility, communications, dispersion, adequate cover and concealment, soil conditions, accessibility, weapons deployment.	

TABLE 1: CHECKLIST FOR PREPARATION FOR DISPLACEMENT OF UNIT

DISPLACE UNIT FROM ONE LOCATION TO ANOTHER BY ROAD

TYPE OF PREPARATION	CONSIDERATIONS	REMARKS
RECONNAISSANCE, QUARTERING ADVANCE PARTIES	COMPOSITION: Personnel, equipment, transportation, communication.	
PERSONNEL PREPARATION	EQUIPMENT: Weapons issue, field gear, training, identification of special teams, strip maps for drivers. AVAILABILITY: Recall.	
EQUIPMENT PREPARATION	SUPPLIES: Food, water, sanitary facilities, maintenance equipment, radios, signs, flags, security equipment.	
VEHICLE PREPARATION	MAINTENANCE: Airhoses, oil/lubricants, cooling systems, safety chains, brakes, tires, fuels, batteries, lights, windshields, equipment, weapons. LOADING: Location of loaded items, descriptions/MTOE numbers, load security, hardening.	
COMMUNICATIONS	RADIO: Convoy command net, march element control nets, radio maintenance, communications security. AUDIO/VISUAL: Hand signals, flags, signs, horns, whistles, noise makers.	

TABLE 1: (Continued)

DISPLACE UNIT FROM ONE LOCATION TO ANOTHER BY ROAD

TYPE OF PREPARATION	CONSIDERATIONS	REMARKS
CONVOY PROCEDURES	ORGANIZATION: Mission, tactical situation, type of unit; formation: open, closed, infiltration. Computation of distance (kms), rate of march (kmph), length of column (LGTHCOLM), number of vehicles, density (VPK), time gaps. IDENTIFICATION: NATO markers, movement numbers, SOP requirements, "Convoy Follows" and "Convoy Ahead" signs. HALTS: Dining, refueling, bivouac, personal comfort. TIMING: Computation of start point time (SPT), completion time (CT), time distance (TDIS), pass time (PST), halts. FINAL BRIEFING: Tactical situation, convoy procedures, security procedures, activities at halts, communications, breakdown procedures, safety, routes.	

TABLE 1: (Continued)

VARIABLE AND DEFINITION	FORMULA AND EXAMPLE
TIME DISTANCE (TDIS): The time it takes any single element of a column to move from one point to another at a given rate of march.	$TDIS(hrs) = \frac{DISTANCE(km)}{RATE\ OF\ MARCH(kmph)}$ Example: $TDIS = \frac{126\ km}{24\ kmph} = 5.25\ hrs$ NOTE: Convert fractional part of an hour to minutes by multiplying fractional part (.25) by 60. $.25 \times 60 = 15.$ TDIS = 5 hours, 15 minutes
DISTANCE(D), RATE(R), AND TIME(T): How far convoy travels (km), how fast convoy travels (kmph), and how long convoy travels (hrs).	$D = R \times T$ $\quad R = \frac{D}{T}$ $\quad T = \frac{D}{R}$ Example: $D = 24 \times 5.25$ $\quad R = \frac{126}{5.25}$ $\quad T = \frac{126}{25}$ $D = 126$ $\quad R = 24$ $\quad T = 5.25$
LENGTH OF COLUMN (LGTHCOLM): Length of roadway occupied by a column, including gaps.	$LGTHCOLM = \frac{\#\ VEHICLES}{DENSITY(vehicles\ per\ km)} + \frac{TIME\ GAPS(min) \times RATE(KMPH)}{60}$ Example: $LGTHCOLM = \frac{150}{12} + \frac{(4 \times 3) \times 24}{60}$ $= 12.5 + 4.8$ $= 17.3\ km$
PASS TIME (PST): Time between when the first element of a column and the last element of a column pass a given point.	$PST(min) = \frac{LGTHCOLM(km) \times 60}{RATE\ OF\ MARCH(kmph)}$ Example: $PST(min) = \frac{17.3 \times 60}{24}$ $= \frac{1,038}{24}$ $= 43.25\ minutes$

TABLE 2: FORMULAS FOR CONVOY PLANNING

DISPLACE UNIT FROM ONE LOCATION TO ANOTHER BY ROAD

PLAN AND IMPLEMENT FIELD SANITATION ACTIVITIES

SUMMARY: Ensure practical measures are implemented to preserve health and prevent disease.

CONSIDERATIONS:

- Safeguarding food and food supplies.
- Safeguarding water.
- Control of disease-carrying insects and animals.
- Field sanitation teams must consist of at least two persons, one of whom must be an NCO.

ACTIONS:

1. Appoint (in writing) a field sanitation team.
2. Use Figure 1 as a guide to train field sanitation team on control process.
3. Use Figure 2 as a guide to educate soldiers on protective control measures that can be taken.

REFERENCES:

AR 40-5, Health and Environment, 25 SEP 74.

AR 40-562, Immunization Requirements and Procedures, 7 JUN 77.

FM 21-10, Field Hygiene and Sanitation, 24 JUL 70.

FM 21-11, First Aid for Soldiers, 30 JUN 76.

FM 21-15, Care and Use of Individual Clothing and Equipment, 15 FEB 77.

FM 21-18, Foot Marches, 29 JAN 81.

FM 31-70, Basic Cold Weather Manual, 12 APR 68.

FM 31-71, Northern Operations, 21 JUN 71.

TM 5-632, Military Entomology Operational Handbook, 1 DEC 71.

TM 5-700, Field Water Supply, 17 JUN 67.

TC 8-3, Field Sanitation Team Training, 15 SEP 78.

PLAN AND IMPLEMENT FIELD SANITATION ACTIVITIES

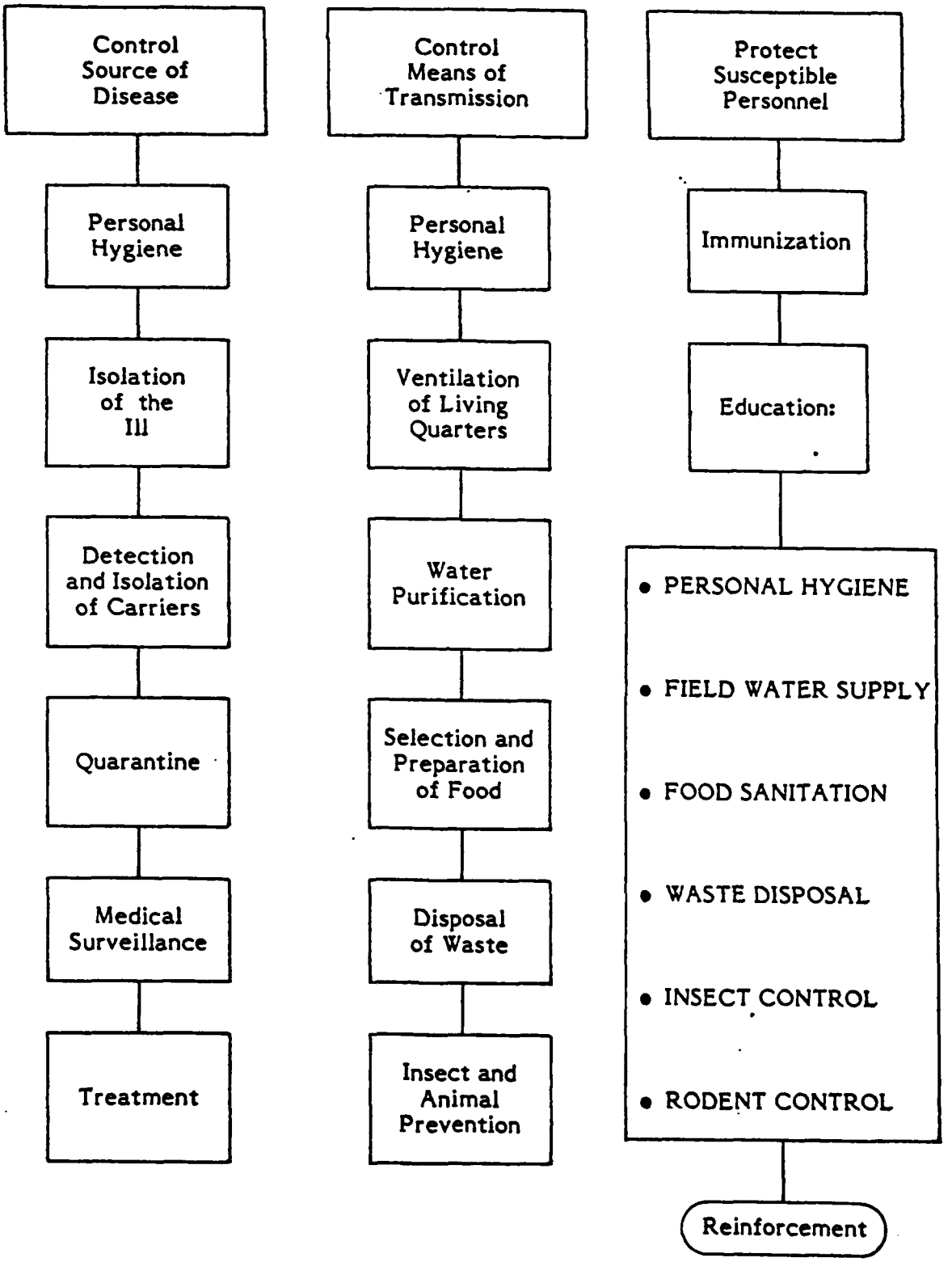


FIGURE 1: COMMUNICABLE DISEASE CONTROL PROCESS

PLAN AND IMPLEMENT FIELD SANITATION ACTIVITIES

FIELD SANITATION ACTIVITIES	FACTORS TO CONSIDER FOR PROTECTIVE/CONTROL MEASURES
1. Personal Hygiene	a. Personal cleanliness b. Special care of feet: -- Prior to the march -- On the march -- At rest periods -- In bivouac area c. Special protective measures: -- Bednets -- Protective clothing d. Cultivate healthy mind: -- Friendliness -- Tolerance -- Combat worry -- Combat fear e. Rules for avoiding illness in the field: -- Consume food and drink from authorized sources -- Cover human waste -- Keep fingers and contaminated objects out of mouth -- Clean mess kit after each meal -- Clean teeth every day -- Avoid insect bites -- Avoid getting wet or chilled unnecessarily -- Do not share personal items -- Consult medical personnel for medication -- Dispose of food scraps and refuse in proper place -- Avoid contact with sources of disease -- Avoid venereal disease -- Get proper rest -- Engage in physical exercise regularly -- Use off-duty time for recreation and self-improvement

FIGURE 2: LIST OF FIELD SANITATION ACTIVITIES AND FACTORS TO CONSIDER

PLAN AND IMPLEMENT FIELD SANITATION ACTIVITIES

FIELD SANITATION ACTIVITIES	FACTORS TO CONSIDER FOR PROTECTIVE/CONTROL MEASURES
2. Field Water Supply	a. Unit water treatment methods: -- Knapsack filter unit -- Chlorination
	b. Individual water treatment methods: -- Iodine tablets -- Calcium hypochlorite solution -- Boiling
3. Food Sanitation	a. Protection during transport: -- Clean vehicles -- Clean tarpaulins -- Clean bags or containers
	b. Inspection upon receipt in the unit: -- Faulty containers -- Spoilage
	c. Daily checks of food handlers: -- Personal cleanliness -- Signs of illness -- Colds and coughs -- Skin and wound infections
	d. Clean mess facilities
	e. Clean cooking, serving, and eating utensils
4. Waste Disposal	a. Human waste: -- Cat hole -- Straddle trench -- Deep pit -- Burn-out latrine -- Mound latrine -- Bored hole latrine -- Pail latrine -- Urine soakage pit
	b. Wash, bath, and liquid kitchen waste: -- Soakage pits -- Soakage trenches -- Grease traps -- Evaporation beds
	c. Garbage and rubbish: -- Burial -- Incineration

FIGURE 2: (Continued)

PLAN AND IMPLEMENT FIELD SANITATION ACTIVITIES

FIELD SANITATION ACTIVITIES	FACTORS TO CONSIDER FOR PROTECTIVE/CONTROL MEASURES
5. Insect Control	a. Control breeding sites: -- Proper disposal of all waste -- Eliminate holes, ruts and low areas where water can stand -- Insecticides
	b. Individual protective measures: -- Clothing -- Insect repellent -- Insect bar
6. Rodent Control	a. Locate signs: -- Burrows in the ground -- Holes gnawed in food containers -- Droppings
	b. Mechanical control
	c. Chemical control

FIGURE 2: (Continued)

EVALUATE EFFECTIVENESS OF TROOP MESS FACILITY

SUMMARY: Monitor and evaluate the effectiveness of troop mess facility.

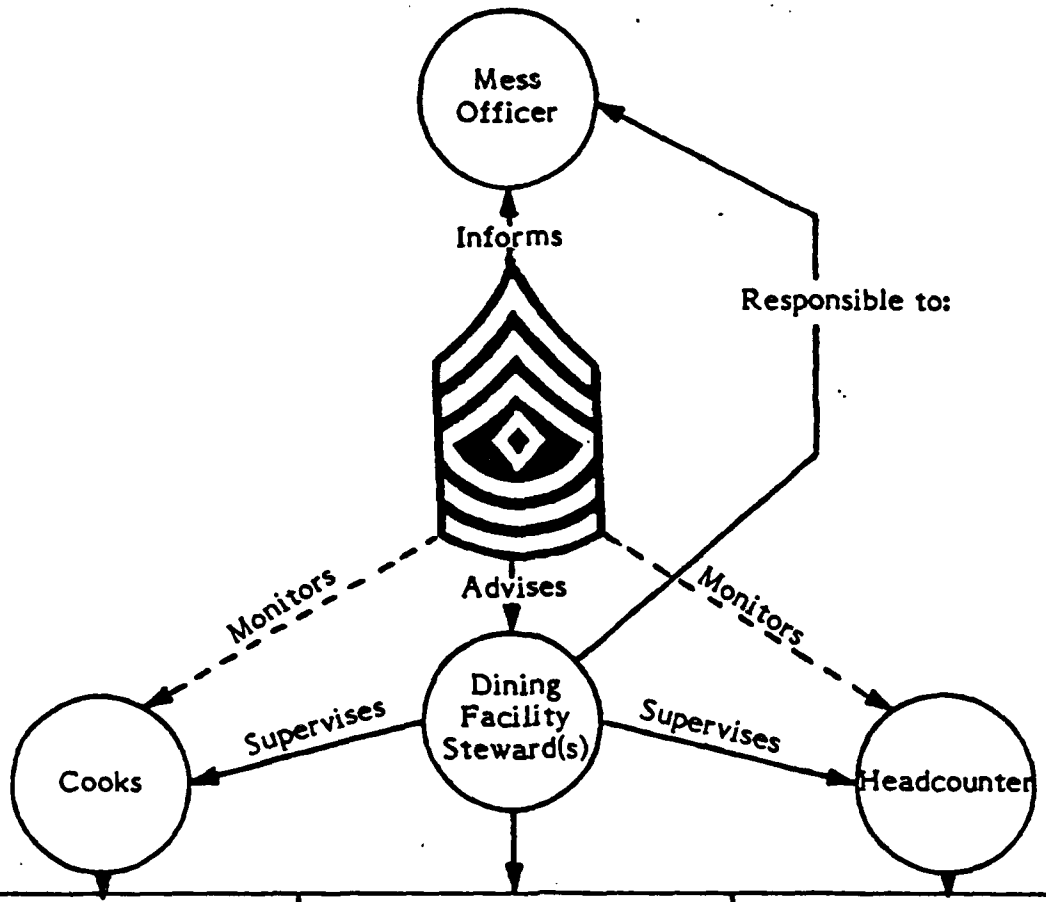
CONSIDERATIONS:

- Dining facilities may vary in operations:
  - o Consolidated dining facility
  - o Separate dining facility
  - o Contracted dining facility
  - o Field mess facility

ACTIONS:

1. Use accompanying chart (Figure 1) to identify specific duties of mess personnel.
2. Use accompanying chart (Figure 2) to identify specific problem areas.
3. Advise dining room stewards or inform mess officer of deficiencies noted in specific areas.

REFERENCES: AR 30-1, The Army Food Service Program, 21 MAR 77.



DUTIES:	DUTIES:	DUTIES:
1. Follows cook's worksheet to ensure timely preparation of food. 2. Follows recipes when preparing each food item. 3. Prepares correct quantities of food. 4. Observes rules of personal hygiene and mess sanitation. 5. Observes safety precautions when preparing food.	1. Inspects food service personnel for cleanliness. 2. Inspects equipment and building for cleanliness. 3. Ensures mess area and equipment are kept in a sanitary condition. 4. Prepares cooks' worksheets. 5. Ensures compliance with worksheets by cooks in preparing and serving food. 6. Prepares estimates for quantity of ration required. 7. Supervises food preparation. 8. Maintains records of amounts of money collected for meals. 9. Maintains complete files on mess activities.	1. Controls entry into dining facility. 2. Checks meal cards (DD Form 714). 3. Obtains signatures and required information on headcount sheet (DA Form 3351). 4. Obtains signature on mess guest register (DA Form 3032) or cash meal payment sheet. 5. Collects and accounts for money for cash payment for meals. 6. Consolidates totals of meals taken and enters total headcount on headcount record (DA Form 3033); signs in appropriate section. 7. Closes out cash meal payment sheet at the end of the day.

FIGURE 1: SPECIFIC DUTIES OF MESS PERSONNEL

EVALUATE EFFECTIVENESS OF TROOP MESS FACILITY

1. Long mess lines.
2. Facility dirty or in disrepair.
3. Tools/equipment in disrepair.
4. Dirty/unkempt outside area.
5. Furnishings dirty/unserviceable/inadequate.
6. Facility not opened on schedule.
7. Crowded conditions.
8. Troops waiting for trays/dishes/utensils.
9. Dirty trays/dishes/utensils.
10. Offensive odors in the facility.
11. Food served at incorrect temperatures.
12. Lack of food choices.
13. Food either overcooked or undercooked.
14. Lack of condiments or inadequate variety.
15. No portion or serving control.
16. Unappetizing/unorganized food display.
17. Spoiled food.
18. Dining facility personnel dirty/out of uniform/discourteous.
19. Headcount late/not knowledgeable/not briefed.
20. Valid soldier complaints.
21. Sick soldiers.
22. Insects/rodents visible.
23. Dining facility account over/underdrawn.

FIGURE 2: DINING FACILITY PROBLEM INDICATORS

INITIATE/MONITOR ADMINISTRATIVE AWOL ACTIONS

SUMMARY: Initiate/monitor administrative actions on AWOL soldiers.

CONSIDERATIONS: Many administrative AWOL actions are the responsibility of the PAC. However, if the unit is not supported by a PAC, the company clerk will perform most of the actions. In either case, the first sergeant needs to ensure that the actions are completed.

ACTIONS: Use accompanying table as a checklist to ensure that all required actions are completed.

REFERENCES: AR 630-10, Absence Without Leave and Desertions, 15 JAN 80.

DA Pam 600-8, Military Personnel Management and Administrative Procedures, 1 MAR 82.

IF Condition in This Column is Met	AND	THEN, Ensure That These ACTIONS Are Taken	REMARKS
A. Absent without authority for more than 24 hours from unit of assignment.		1. Conduct inquiry to determine whereabouts and reason for absence.	
		2. Telephone AWOL Apprehensions Branch of Provost Marshal's Office (PMO).	
		3. Record results of inquiry on DA Form 4384 (Report of Inquiry).	Send one copy to PMO.
		4. Complete sections I, II, and V, DA Form 4187 (Personnel Action).	Ensure duty status change is entered into SIDPERS system; enter information in Part II, DA Form 2475-2, (Personnel Data Card).
		5. Inventory Clothing and Effects and secure property.	Turn in organizational clothing/equipment to supply, credit items on absentee's DA Form 2645; inventory personal military clothing on DA Form 3078 and civilian clothing on plain paper, place originals with clothing and 3 copies in suspense file. Deposit currency with FAO.
	Absentee is E-1 through E-3	6a) After 7 days, complete DA Form 268 (Suspension of Favorable Personnel Actions).	
	Absentee is E-4 through E-9, Officer, or Warrant Officer.	6b) After 1 day or more, complete DA Form 268.	

IF Condition in This Column is Met	AND	THEN, Ensure That These ACTIONS Are Taken	REMARKS
	Absentee had access to classified information OR security information appears to have been compromised OR absentee sought political asylum OR absentee has been detained in foreign country.	7. Notify S-2 to revoke security clearance	See Figure 1 for sample letter.
	10th day of AWOL OR absentee has sought political asylum OR has been detained in a foreign country.	8. Notify next of kin.	See Figure 2 for sample letter.
	Absentee is in pay grade E-1 through E-3 or E-4 with 4 years or less service AND resided with next of kin immediately prior to AWOL OR was prevented from residing with next of kin due to orders.	9. State in letter to next of kin that they are entitled to Basic Allowance for Quarters (BAQ) and enclose application for BAQ.	See Figure 3 for sample letter.
	Member has been absent for more than 29 consecutive days.	10. Drop from Rolls. 11. Transmit BAQ claim to Finance and Accounting Office (FAO), if applicable.	

IF Condition in This Column is Met	AND	THEN, Ensure That These ACTIONS Are Taken	REMARKS
B. Absent without authority for more than 24 hours from TDY unit or unit of attachment		1. Inform Commander of unit of assignment.	
		2. Conduct informal inquiry.	
		3. Notify local PMO.	
		4. Complete Sections I, II, and V of DA Form 4187 (Personnel Action).	Send copy of DA Form 4187 to unit of assignment.
		5. Commander of unit of assignment reports member AWOL following procedures outlined above.	

IF Condition in This Column is Met	AND	THEN, Ensure That These ACTIONS Are Taken	REMARKS
C. Member fails to report during a Permanent Change of Station (PCS).	Orders show an availability date.	1a) On the ninth day after the availability date, report member as assigned, not joined.	See Figure 4 for sample inquiry.
	Orders show a reporting date.	1b) Report member as assigned, not joined.	
		2. Query by telephone or electrically transmitted message: a. The losing unit (including the enroute TDY unit if applicable). b. All MPTAO serving the overseas command (if applicable). c. The replacement organization serving the gaining unit (example: 21st Replacement Battalion, for USAREUR units stationed in Germany) (if applicable). d. HQDA (DAPC-OP-(career management division)), for officers; HQDA(DAPC-EPT) for enlisted members in a training or student status; HQDA(DAPC-EP-(career management division)) for all other enlisted members.	

IF Condition in This Column is Met	AND	THEN, Ensure That These ACTIONS Are Taken	REMARKS
		3. Keep a 10-day suspense file for replies.	If no reply is received from any of the agencies within 10 days, the commander will inquire again and suspend the action for another 10-day period. Include the statement "This is a second request." If a reply is not received by the end of the second 10-day period, a third request will be sent; the Cdr, MILPERCEN, HQDA(DAPC-MSF-RR) will be added as an addressee. Include the statement "This is a third request."
		4. Contact the member's next of kin.	This letter will not be written as notice of AWOL. It will simply state that the member did not report to a unit as ordered and that his status is not known. In the letter, request information as to the member's whereabouts.
	After all queries described have been answered and no information as to the member's whereabouts has been given.	5. Commander of gaining unit reports member as AWOL	Effective date of AWOL is original reporting date or availability date plus 9 days (whichever applies).
	Member has been AWOL for 30 days.	6. Drop from the Rolls.	

DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is TAGO.

REFERENCE OR OFFICE SYMBOL	SUBJECT
	Revocation of Security Clearance

TO S-2 Security Officer
1st Sqdn, 77th ACR
Ft Abrams, TX 79000

FROM CDR, Trp A
1st Sqdn, 77th ACR
Ft Abrams, TX 79000

DATE 17 Feb 81

CMT 1

1. Request that the security clearance for the person listed below be revoked according to AR 630-10 and procedure 5-25, DA PAM 600-8.

NAME AND GRADE: Timothy John Crawford, SP5

SSAN: 730-78-4437

TYPE OF CLEARANCE: CONFIDENTIAL

2. The above soldier departed AWOL from this unit on ____(date)____.

ALLEN C. ABRAMS
CPT, ARMOR
Commanding

DA FORM AUG 80 2496

PREVIOUS EDITIONS WILL BE USED

☆ U.S. G.P.O. 1980-665141/281

FIGURE 1: SAMPLE LETTER TO REVOKE SECURITY CLEARANCE

UNIT LETTERHEAD

_____ _____ (Date)

_____

_____

(Address of Next of Kin)

Dear _____:

I regret to inform you that *A has been absent without leave from this unit since *B. Your *C absence could result in a trial by court-martial with loss of pay and allowances which could mean that *D dependents would lose all rights to receive allotments, medical care, commissary and post exchange privileges, and other military benefits. Continued absence could also result in confinement or dismissal with dishonorable or bad conduct discharge.

If you know where *D is, please urge *D to return immediately to military control at the nearest Army installation in order to avoid serious consequences of prolonged unauthorized absence.

Rest assured that *D will be given a fair hearing and the opportunity to present any information on *D behalf.

**

Sincerely,

_____

_____

_____

* Notes: Underlines indicate variable data which will be added as the case warrants.

A = Name of service member.
B = Date absence began.
C = Relationship of member, i.e., husband('s), wife('s), son('s), etc.
D = Applicable pronoun - he, his, him, or she, her.

** If the absentee is in the pay grade of E-4 (4 years or less service), E-3, E-2, or E-1 and the conditions in paragraph 2-3e (2) apply, add the following 4th paragraph to the letter:

Should your *C fail to return to duty within the next 20 days, you may be eligible to receive a basic allowance for quarters to financially assist you for a period not to exceed 2 months beginning with the first day of *D unauthorized absence. I am enclosing an application for you to complete and return to me as soon as possible.

FIGURE 2: SAMPLE LETTER FOR NOTIFICATION OF NEXT OF KIN

_____
_____
_____
(Applicant's address)

_____
_____
_____
(Unit's address)

1. I hereby apply for payment of Basic Allowance for Quarters. I am the dependent of _____*A_____.

2. I certify that the following statements are true and correct:

   a. I am not occupying housing provided by the U. S. Government.

   b. _____*A_____ is not residing with me at this time.

   c. The one statement I checked below applies to me:

      _____ I was residing with_____*A_____ immediately prior to _____*B_____, the date the absence began.

      _____ I was not residing with_____*A_____ prior to _____*B_____, the date the absence began. (If this statement is checked, explain in "Remarks" below as to why you were not residing with the member.)

3. Remarks:

_____
(Signature of Applicant)

* Notes:

A = Name of service member.
B = Date absence began.

FIGURE 3: SAMPLE APPLICATION FOR BAQ

INITIATE/MONITOR ADMINISTRATIVE AWOL ACTIONS

JOINT MESSAGEFORM							SECURITY CLASSIFICATION: UNCLASSIFIED			
PAGE / OF	DRAFTER OR RELEASER TIME	PRECEDENCE ACT	PRECEDENCE INFO	LMF	CLASS	CIC	FOR MESSAGE CENTER/COMMUNICATIONS CENTER ONLY	DATE – TIME	MONTH	YR
		PP	PP		UUUU					
BOOK NO	MESSAGE HANDLING INSTRUCTIONS									

FROM: UNIT MAKING THE INQUIRY

TO: LOSING UNIT

CDR MILPERCEN ALEX VA//DAPC-(Career mgmt branch)//

TDY UNIT (If applies)

MPTAO SERVING THE OVERSEA COMMAND (If applies)

CDR REPLACEMENT ACTIVITY SERVING THE GAINING UNIT (If applies)

INFO: CDR MILPERCEN ALEX VA//DAPC-MSF-RR// (Include this information addressee for 3d requests only)

UNCLAS

SUBJECT: REQUEST FOR VERIFICATION OF MEMBER'S STATUS, S:10 day suspense

A. AR 630-10

1. AS OF THE DATE OF THIS INQUIRY, THE MEMBER BELOW HAS NOT REPORTED TO THIS ORGANIZATION AS SHOWN ON (Here, put the number and issuing headquarters of the member's PCS order/TDY order).

A. Member's Name, grade and Social Security Number.

B. Prior unit of assignment (Losing Unit).

C. Reporting date (or port call availability date plus 9 days).

D. Port call data (if known and if applies).

2. ACCORDING TO PARA 2-4B OF REF A, REQUEST YOU PROVIDE THIS UNIT WITH ANY INFORMATION AS TO THE STATUS OF THE ABOVE SOLDIER. IN ADDITION, REQUEST ANY INFORMATION WHICH MAY HAVE AFFECTED HIS/HER ASSIGNMENT, NO LATER THAN THE SUSPENSE DATE ABOVE.

3. THIS IS A second/third REQUEST.

DISTR:

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE & DATE	SPECIAL INSTRUCTIONS
SP5 JANICE M. MCFARLAND, ABCD-LC 231-3456, 13 FEB 79	
RELEASER: TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE: D.G. SMITH, LTC, ABCD-LC, 231-8765	
RELEASER: SIGNATURE: D.G. Smith	SECURITY CLASSIFICATION: UNCLASSIFIED / DATE TIME GROUP

DD FORM 173 REPLACES DD FORM 173, 1 JUL 68, WHICH WILL BE USED.

FIGURE 4: SAMPLE MESSAGE OF INQUIRY TO LOSING UNIT

CONDUCT PERSONNEL ASSET INVENTORY (PAI) WITH COMMANDER

SUMMARY: Prepare all necessary forms and reports, coordinate muster formation, compare personnel data on forms with actual personnel status at formation, complete and file DA Form 3986.

CONSIDERATIONS: A PAI will be conducted:

- Within five working days prior to a change of Unit Commander.
- Fourteen calendar days prior to a unit inactivation, discontinuance, move to another installation, or temporary depletion to zero strength.
- By direction of Commanders in the chain of command.
- When unit strength variance is two percent or more.
- Within 30 days after activation and assignment of personnel to the unit.
- Within a year of the previous PAI.

NOTE: When a PAI is performed for whatever reason, the annual PAI requirement is satisfied.

ACTIONS:

1. Obtain the following forms from PAC on the date of the PAI. (PAC will assist in conducting the PAI and preparing the form).
   - Three copies of DA Form 3986 (four copies for Change of Command).
   - The unit/PAC copies of DA Form 2475-2, Personnel Data SIDPERS (PDC), for each individual assigned or attached.
   - The latest copy of Personnel Strength Zero Balance Report (C-27).
   - Copies of DA Form 3815, SIDPERS transaction transmittal showing SIDPERS transaction affecting strength, submitted since the effective date of the C-27.

CONDUCT PERSONNEL ASSET INVENTORY (PAI) WITH COMMANDER

2. Update the Personnel Strength Zero Balance Report (C-27).

   - Add or delete reassignment gains and losses
   - Provide, on a separate paper, an updated list of personnel assigned to the unit on the date of PAI.

3. Ensure all assigned unit members and attached personnel are present for the PAI with the exception of those listed below. NOTE: Provide order(s) and documentation at the PAI for all absences.

   - Assigned-not-joined.
   - Hospitalization.
   - Leave.
   - Temporary duty (TDY).
   - Absent without leave (AWOL).
   - Confined.
   - Pass, administrative absence.
   - Essential duties (CQ, SDNCO).
   - Missing.
   - Sick in quarters.

4. Conduct a PAI at muster formation.

   - Reconcile information on the completed forms in Step 1 with an actual physical accounting of personnel.

5. Using the reconciled information from Step 4, complete a DA Form 3986 and submit it through PAC for preparation.

   - File approved DA Form 3986. Retain in file for two years.

REFERENCES: AR 680-31, Military Personnel Asset Inventory and Information Reconciliation, 15 NOV 81.

MAKE RECOMMENDATIONS REGARDING REPORT OF SURVEY, STATEMENT OF CHARGES, AND CASH COLLECTION VOUCHERS

SUMMARY: Determine appropriate procedures to repay the Government for the loss, damage, or destruction of Government property.

ACTIONS:

1. Determine methods for lost, damaged, or destroyed handtools (see Figure 1).

2. Determine methods for LOST property (other than handtools) when liability IS admitted (see Figure 2).

3. Determine methods for DAMAGED or DESTROYED property (other than handtools or vehicles involved in accidents) when liability IS NOT admitted (see Figure 3).

REFERENCE: AR 735-11, Accounting for Lost, Damaged, or Destroyed Property, 15 SEP 81.

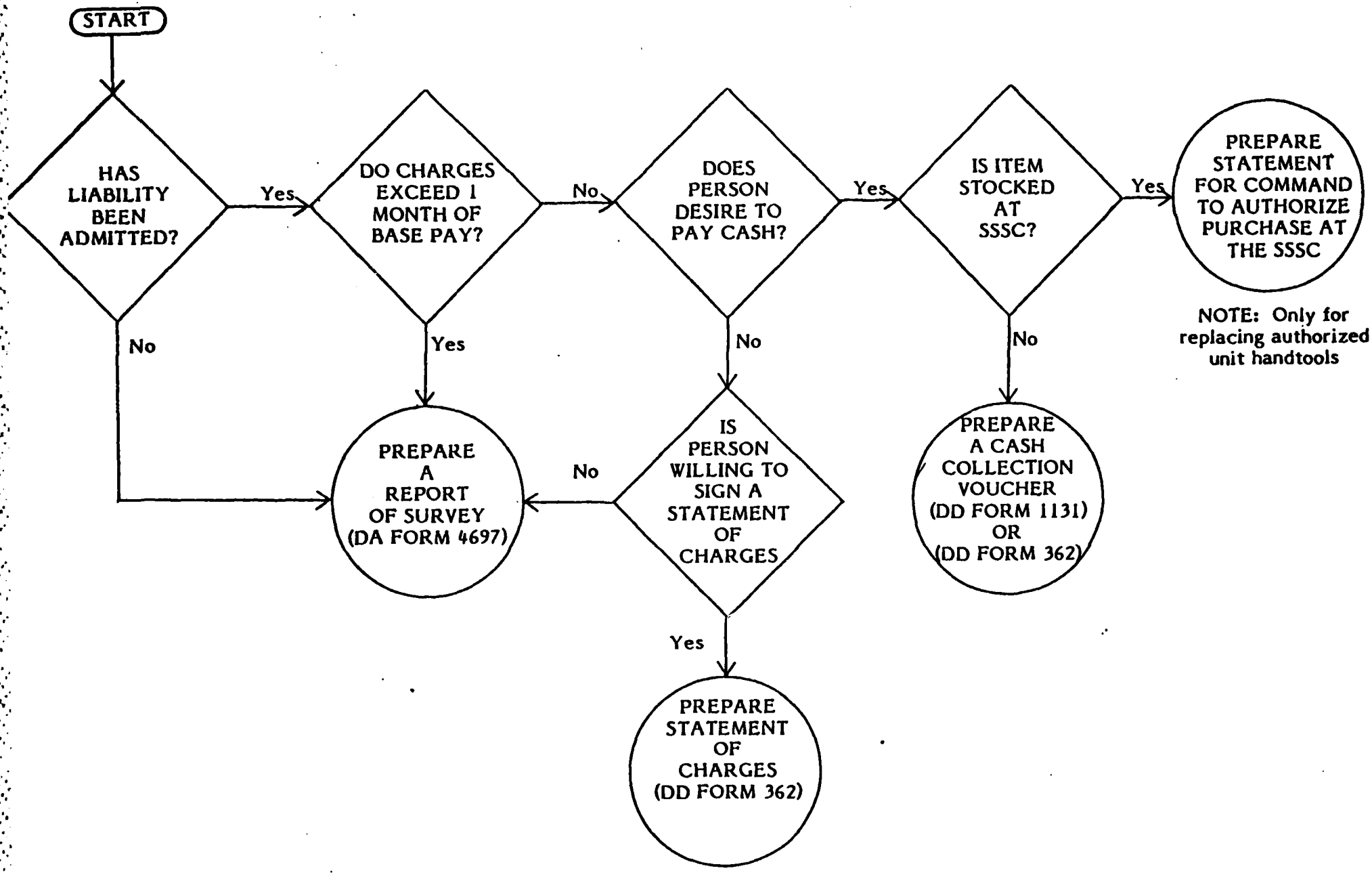


FIGURE 1: DECISION FLOWCHART FOR HANDTOOLS

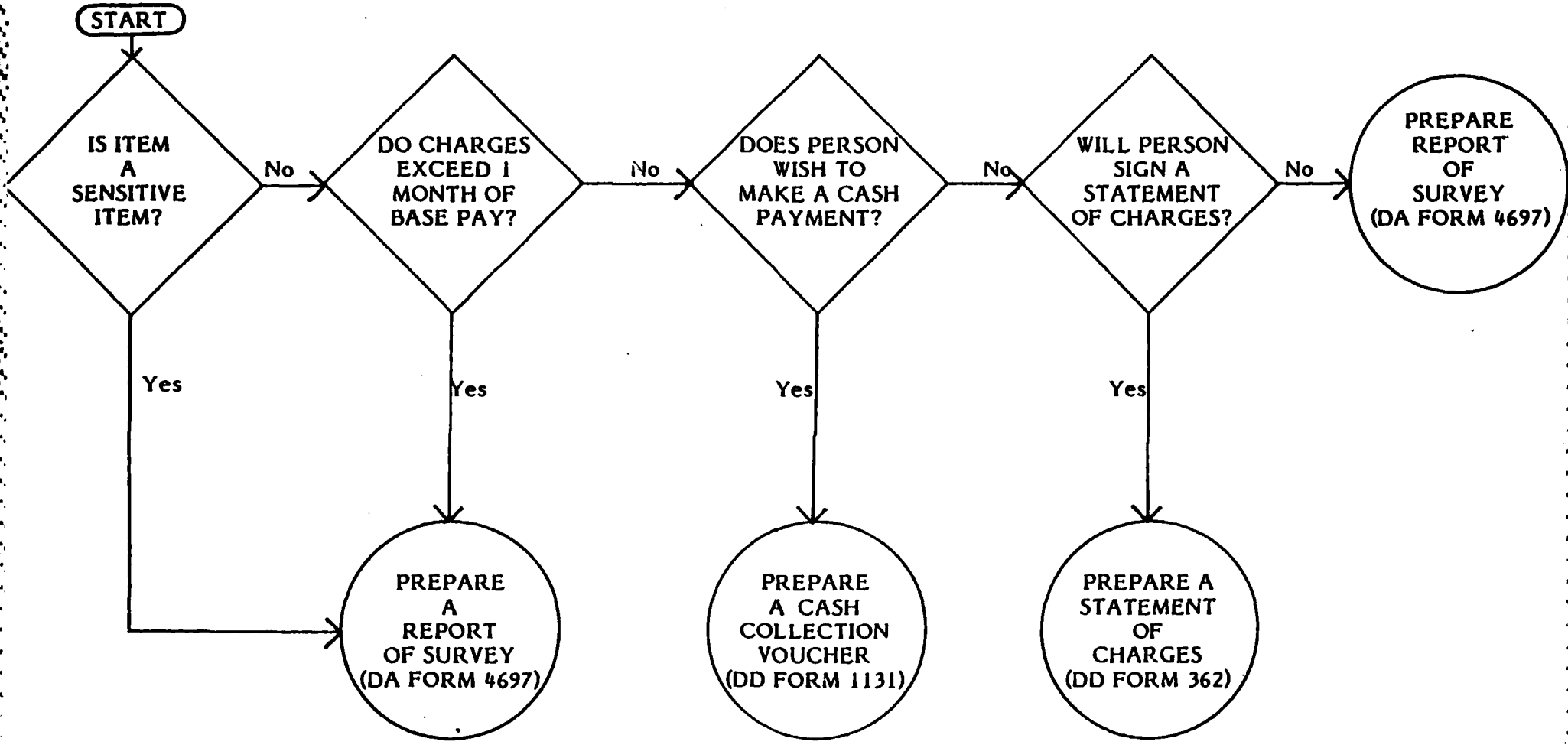


FIGURE 2: DECISION FLOWCHART FOR LOST PROPERTY (OTHER THAN HANDTOOLS) WHEN LIABILITY IS ADMITTED

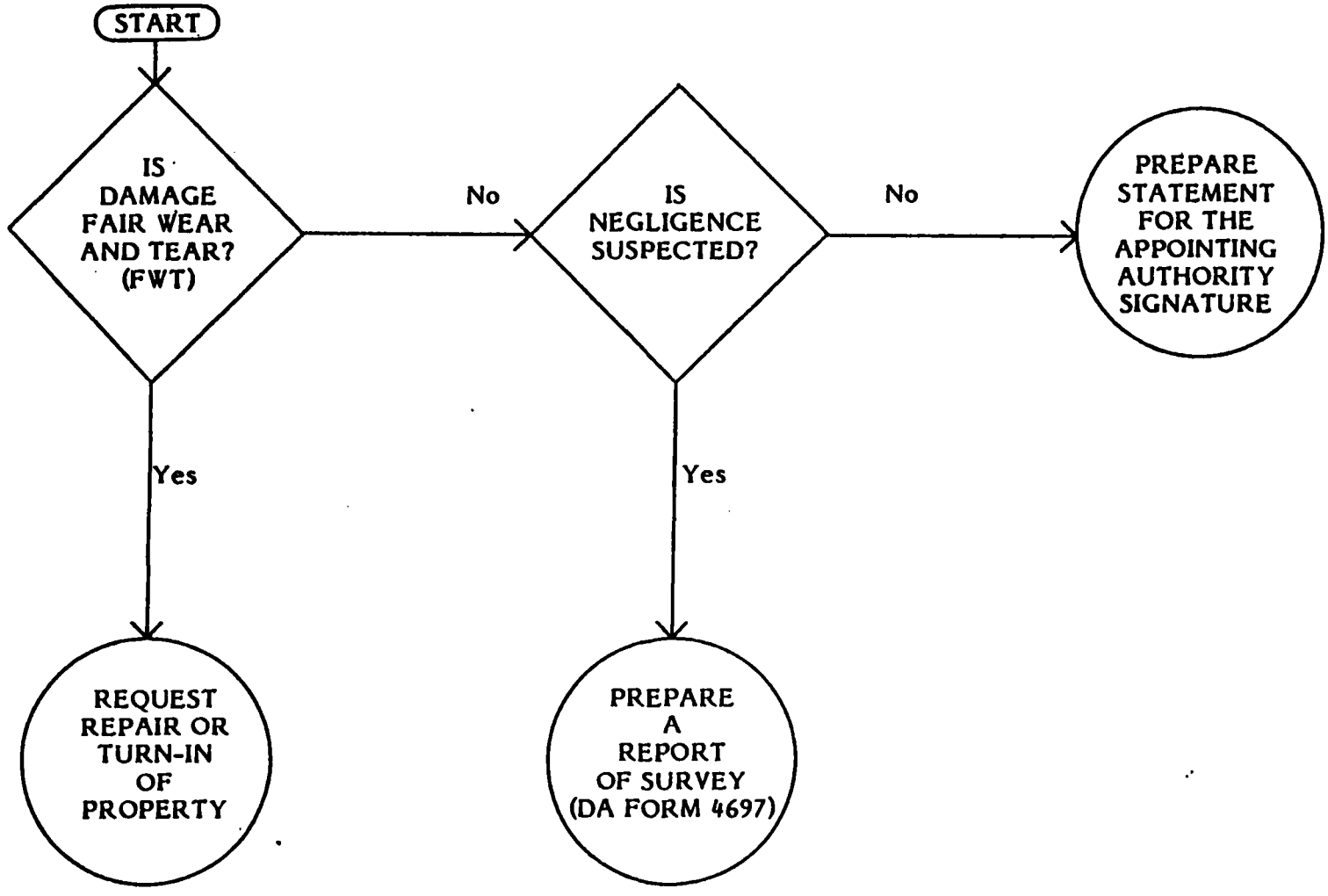


FIGURE 3: DECISION FLOWCHART FOR DAMAGED OR DESTROYED PROPERTY (OTHER THAN HANDTOOLS) OR VEHICLES INVOLVED IN ACCIDENTS) WHEN LIABILITY IS NOT ADMITTED

MONITOR SUPPLY OPERATIONS

SUMMARY: Monitor acquisition, storage, and issue of operational supplies and equipment.

CONSIDERATIONS:

- Periodic checks to determine the status of supplies and equipment.
- Assist in developing solutions when problems are encountered.
- Assist in preparing for inspections.

ACTIONS:

1. Determine type of property and quantity authorized by examining Authorization Documents. (See Table 1.)
2. Monitor supply activities by referring to appropriate references and forms. (See Table 2.)

REFERENCES:

Field Manuals:

FM 10-14, Unit and Organization Supply (Manual Procedures), 31 DEC 73.
FM 10-69, Petroleum Supply Point Equipment and Operations, 31 OCT 77.
FM 19-30, Physical Security, 1 MAR 79.

Army Regulations:

AR 190-11, Physical Security of Arms, Ammunition, and Explosives, 15 OCT 81.
AR 190-13 The Army Physical Security Program, 23 AUG 74.
AR 210-130, Laundry/Dry Cleaning Operations, 15 DEC 76.
AR 340-2, Maintenance and Disposition of Records in TOE Units of the Active Army, the Army Reserve, and National Guard, 15 MAR 81.
AR 700-84, Issue and Sale of Personal Clothing, 15 FEB 80.
AR 703-1, Coal and Petroleum Products Supply and Management Activities, 15 SEP 78.
AR 710-2, Supply Policy Below the Wholesale Level, 1 OCT 81.
AR 735-11, Accounting for Lost, Damaged, and Destroyed Property, 15 SEP 81.

Army Pamphlets:

DA PAM 310-1, Consolidated Index of Army Publications and Blank Forms, 1 NOV 82.

MONITOR SUPPLY OPERATIONS

REFERENCES:

DA Pamphlets: (continued)

DA PAM 703-1 Accounting for Bulk Petroleum at Unit and Installation Levels, 5 JAN 77.

DA Forms:

253, Fire Extinguisher Record Tag
581, Request for Issue and Turn-in of Ammunition
1687, Notice of Delegation of Authority-Receipt for Supplies
2062, Hand Receipt/Annex Number
1974, Laundry List (Medical Treatment Facility and Organization)
2064, Document Register for Supply Actions
2402, Exchange Tag
2765-1, Request for Issue or Turn-in
2886, Laundry List for Military Personnel
3078, Personal Clothing Request
3136, Roster and Statement
3161, Request for Issue or Turn-in
3643, Daily Issues of Petroleum Products
3645, Organizational Clothing and Equipment Record
3749, Equipment Receipt
3799, Laundry Payroll Deduction/Discontinuance Authorization (Laundry Service)
4697, Department of the Army Report of Survey
4702-R, Monthly Bulk Petroleum Accounting Summary

DD Forms:

362, Statement of Charges for Government Property Lost, Damaged, or Destroyed
1131, Cash Collection Voucher
1150, Request for Issue or Turn-in

DA Label 85, Storage and Care of Explosives (Magazine Placard 11 x 17)

MONITOR SUPPLY OPERATIONS

TYPES OF PROPERTY	AUTHORIZATION DOCUMENTS
1. Organization Property	TOE and MTOE CTA 50-900 CTA 50-909
2. Installation Property	Appropriate TDAs, MTDAs, and CTAs
3. Expendable Supplies	
a. Repair Parts	Appropriate TM Repair Parts and Special Tool Lists
b. Other Expendables	CTA 23-series SB 8-100 SB 700-50
4. Personal Clothing	AR 700-84

TABLE 1. TYPES OF PROPERTY AND AUTHORIZATION DOCUMENTS

MONITOR SUPPLY OPERATIONS

ACTIVITIES TO MONITOR	PRIMARY REFERENCES	TYPICAL FORMS INVOLVED WITH THE ACTIVITY
1. Requests for supplies and equipment	AR 710-2 FM 10-14 DA PAM 310-6	DA Form 2765-1 DA Form 3161 DA Form 3084-R
2. Cancellations of requests for supplies	AR 710-2 FM 10-14	DA Form 2765-1 DA Form 2064
3. Receiving of supplies and equipment	AR 340-2 AR 710-2 FM 10-14	DA Form 2765-1 DA Form 2064
4. Storage of supplies and equipment	FM 10-14	DA Form 253 DA Label 85
5. Issuing to hand receipt holders	AR 710-2 FM 10-14 DA PAM 310-4 DA PAM 310-6	DA Form 2062 DD Form 1150
6. Turning in of supplies and equipment	AR 710-2	DA Form 2765-1 DA Form 3161 DA Form 2064 DA Form 2402
7. Transferring of supplies and equipment	AR 710-2	DA Form 3161 DA Form 2064
8. Updating of signature cards	AR 340-2 AR 710-2	Da Form 1687
9. Security of weapons and ammunition Register	AR 190-11 AR 190-13 AR 710-2 FM 19-30	DA Form 3749 Key Control Weapons/Ammunition Receipt Register

TABLE 2. SUPPLY FUNCTIONS AND ACTIVITIES

MONITOR SUPPLY OPERATIONS

ACTIVITIES TO MONITOR	PRIMARY REFERENCES	TYPICAL FORMS INVOLVED WITH THE ACTIVITY
10. Requests for ammunition	AR 710-2 SB 700-20	DA Form 581
11. Turning in ammunition and expended rounds	AR 710-2	DA Form 581
12. Obtaining relief from responsibility for lost, damaged, or destroyed property	AR 735-11	DA Form 4697 DD Form 362 DD Form 1131
13. Accounting for bulk petroleum	AR 703-1 AR 7102 FM 10-69 DA PAM 703-1	DA Form 3643 DA Form 2064 DA Form 4702-R
14. Personal Clothing	AR 700-84	DA Form 3078 DA Form 3645
15. Organizational Laundry	AR 210-130 AR 340-2 FM 10-14	DA Form 1974 DA Form 2886 DA Form 3136 DA Form 3799

TABLE 2. SUPPLY FUNCTIONS AND ACTIVITIES

RECOMMEND APPROPRIATE DISCIPLINARY ACTION TO COMMANDER (JUDICIAL, NON-JUDICIAL, NON-PUNITIVE)

SUMMARY: Investigate alleged violation or misconduct, determine severity of violation or misconduct, recommend disciplinary action.

CONSIDERATIONS:

- Commander specifically requests a recommendation from you.
- You need to determine which type of action is applicable.
- Keep in mind that rehabilitation is your major aim.

ACTIONS:

1. **Conduct an Investigation** of the alleged violation. Determine whether there is reason to believe the soldier actually committed the offense.
2. If the offense is substantiated, **decide how serious** it is.
   - Minor misconduct or poor duty performance. Minor problems for which the soldier has not been previously reprimanded, or when you have reason to believe the soldier will change his or her behavior if given a warning or a minor punishment: CONSIDER NON-PUNITIVE DISCIPLINARY ACTION.
   - Repeated minor misconduct or poor duty performance, or a minor offense. A minor offense is generally one for which the maximum authorized punishment is not dishonorable discharge or confinement at hard labor for more than 1 year. See AR 27-10, the section on Non-judicial Punishment, for further clarification of minor offenses. CONSIDER NON-JUDICIAL DISCIPLINARY ACTION (ARTICLE 15).
   - Major offenses, crimes, or repeated minor offenses. If the soldier has repeatedly received Article 15s for the same or related offenses, or has committed a crime or a major offense, or has not been rehabilitated by non-punitive or non-judicial actions, CONSIDER JUDICIAL DISCIPLINARY ACTION (COURT-MARTIAL).

RECOMMEND APPROPRIATE DISCIPLINARY ACTION TO COMMANDER (JUDICIAL, NON-JUDICIAL, NON-PUNITIVE)

3. **Decide on a recommended disciplinary action.** Always recommend the least severe action that is adequate and appropriate to handle the problem. Your aim is not just to discipline the soldier, but to rehabilitate him or her. Types of non-punitive, non-judicial, and judicial actions are listed in Table 1.

4. **Make your recommendation to the commander.** Present the results of your investigation, any history of previous related offenses and disciplinary actions taken, your recommendation for current disciplinary action, and your reasons for the recommendation. REMEMBER, IT IS UP TO THE COMMANDER TO MAKE THE FINAL DECISION ON ANY RECOMMENDED DISCIPLINARY ACTION.

REFERENCES:

AR 27-10, Military Justice, 1 SEP 82.

FM 27-14, Legal Guide for the Soldier, 23 MAY 80.

AR 600-200, Enlisted Personnel Management System, 1 JAN 81.

RECOMMEND APPROPRIATE DISCIPLINARY ACTION TO COMMANDER (JUDICIAL, NON-JUDICIAL, NON-PUNITIVE)

1. NON-PUNITIVE ACTIONS

- Admonitions (warnings, usually oral).
- Reprimands (criticism or chewing out): Written or oral. If written, filed in field 201 file until soldier is transferred, separated, or administering CDR requests removal via another letter through channels.
- Counseling: See Job Aid, Counsel Military Personnel.
- Extra training: Only when directly related to soldier's deficiency. Not to be administered as punishment or give the appearance of punishment.
- Withholding privileges/benefits: Privilege/benefit withheld must bear significant relationship to the offense.
- Evaluation reports. A less than excellent rating may have some effect on promotion, assignment, and type of discharge.
- Revocation of security clearance. If there is reason to doubt reliability and trustworthiness. Indicators: criminal or immoral activities, habitual use of drugs, excessive use of alcohol, excessive indebtedness, repeated AWOL. See AR 27-10.
- MOS reclassification. If act of misconduct directly affects job/MOS performance (i.e., an MP who brawls, a finance officer accused of petty larceny). Also, if SM is inefficient/untrainable in MOS. See AR 27-10.
- Administrative reduction in grade. Certain commanders may administratively reduce enlisted personnel for inefficiency and other reasons.
- Administrative restraint or restriction.
- Bar to reenlistment.

2. NON-JUDICIAL ACTIONS

- Article 15. For offenses where non-punitive action is not suited, but incident is not serious enough to warrant court martial.

TABLE 1: NON-PUNITIVE, NON-JUDICIAL, AND JUDICIAL DISCIPLINARY ACTIONS

RECOMMEND APPROPRIATE DISCIPLINARY ACTION TO COMMANDER (JUDICIAL, NON-JUDICIAL, NON-PUNITIVE)

3. JUDICIAL ACTIONS

TYPE OF COURT-MARTIAL	MAXIMUM CONFINEMENT AT HARD LABOR	MAXIMUM FORFEITURES	MAXIMUM PUNITIVE DISCHARGE
SUMMARY	1 month (For Grades E4 and below only)	2/3 per month (1 month)	NONE
SPECIAL	6 months (For enlisted persons only)	2/3 per month (6 months)	NONE (unless convened specifically for BCD*)
GENERAL	See MANUAL FOR COURTS-MARTIAL	Total Forfeitures	BCD DD Dismissal (Officers)

* In order to impose a BCD, a Special Court-Martial must:

(1) Be convened by a General court-martial convening authority.
(2) Have a military judge detailed.
(3) Have a defense counsel within the meaning of Article 27(b).
(4) Have a verbatim record of trial.

TABLE 1: (continued)

INSTRUCT NCOs ON RELATIONSHIP BETWEEN SOLDIER'S MANUALS, ARTEPs, AND THE ARMY'S SKILL EVALUATION PROGRAMS

SUMMARY: Define SM, SQT, CSM, CTT, ARTEP, and ARTEP FTX. Outline how they interact.

CONSIDERATIONS: Ensure NCOs know the relationship between various training guides and training evaluation programs:

- When new NCOs are assigned to the unit.
- For any SQTs or CTTs affecting your unit.
- For any ARTEPs affecting your unit.
- If you notice individual or collective training is being neglected or improperly conducted.

ACTIONS:

1. Define SM, SQT, CSM, CTT, ARTEP, and ARTEP FTX for NCOs.

   - SOLDIER'S MANUAL (SM): A Department of the Army publication which specifies critical individual performances essential for a given MOS, duty position cluster, and skill level. Performances are presented as a series of training and evaluation outlines specifying the training objective (what and how well), and "how to" information. Because the SMs are written in performance terms, they are the basis for individual training and testing including the Skill Qualification Test (SQT).

   - SKILL QUALIFICATION TEST (SQT): A paper-and-pencil test which evaluates individual proficiency with respect to MOS-specific Soldier's Manual tasks. Results are used in personnel decisions regarding promotion, assignment and retention.

   - COMMON SKILLS MANUAL (CSM): A Department of the Army publication which specifies critical individual tasks which must be mastered by all Army personnel, regardless of MOS. These are fundamental combat and survival skills such as weapons proficiency, communications, NBC, land navigation, and first aid. The tasks are written in performance terms, similar to Soldier's Manual tasks.

   - COMMON TASK TEST (CTT): A hands-on test which evalutes individual proficiency with respect

to common skills tasks. Portions of the CTT may be evaluated in conjunction with other training and competitive events such as battlefield courses, drill evaluations, and ARTEP field training exercises. Results are used in personnel decisions regarding promotions and other career decisions.

- ARMY TRAINING AND EVALUATION PROGRAM (ARTEP): A series of Department of the Army publications written for each of the major MOS areas (i.e., infantry, artillery). Each ARTEP provides a listing of training and evaluation outlines that contain minimum collective training objectives and guidance pertaining to specific missions. When supplemented with appropriate directives, the ARTEP serves as the basis for formal evaluation by which the training readiness of a particular unit and diagnosis of future training requirements can be determined.

- ARTEP FIELD TRAINING EXERCISE (ARTEP FTX): A field exercise which outlines a specific combat mission and presents a scenario for carrying out the mission in a realistic field environment. The FTX includes the collective training objectives outlined in the published ARTEP, and is used to evaluate a unit's training readiness. During the ARTEP FTX, individual SM or CSM training can be conducted, and CTT evaluations performed.

2. Outline to NCOs how the various training programs and their evaluations interact. See Figure 1.

   - Individual training is a prerequisite for collective training.

   - MOS-specific Soldier's Manual tasks may be trained during an ARTEP FTX, but they are evaluated by a paper-and-pencil SQT.

   - Common Skills Manual tasks may be trained and evaluated during an ARTEP FTX, or they may be dealt with at other times in the training cycle.

REFERENCES: FM 21-6, How to Prepare and Conduct Military Training, 3 NOV 75.

SQT Fact Sheet No. 82-7.

INSTRUCT NCOs ON RELATIONSHIP BETWEEN SOLDIER'S MANUALS, ARTEPs, AND THE ARMY'S SKILL EVALUATION PROGRAMS

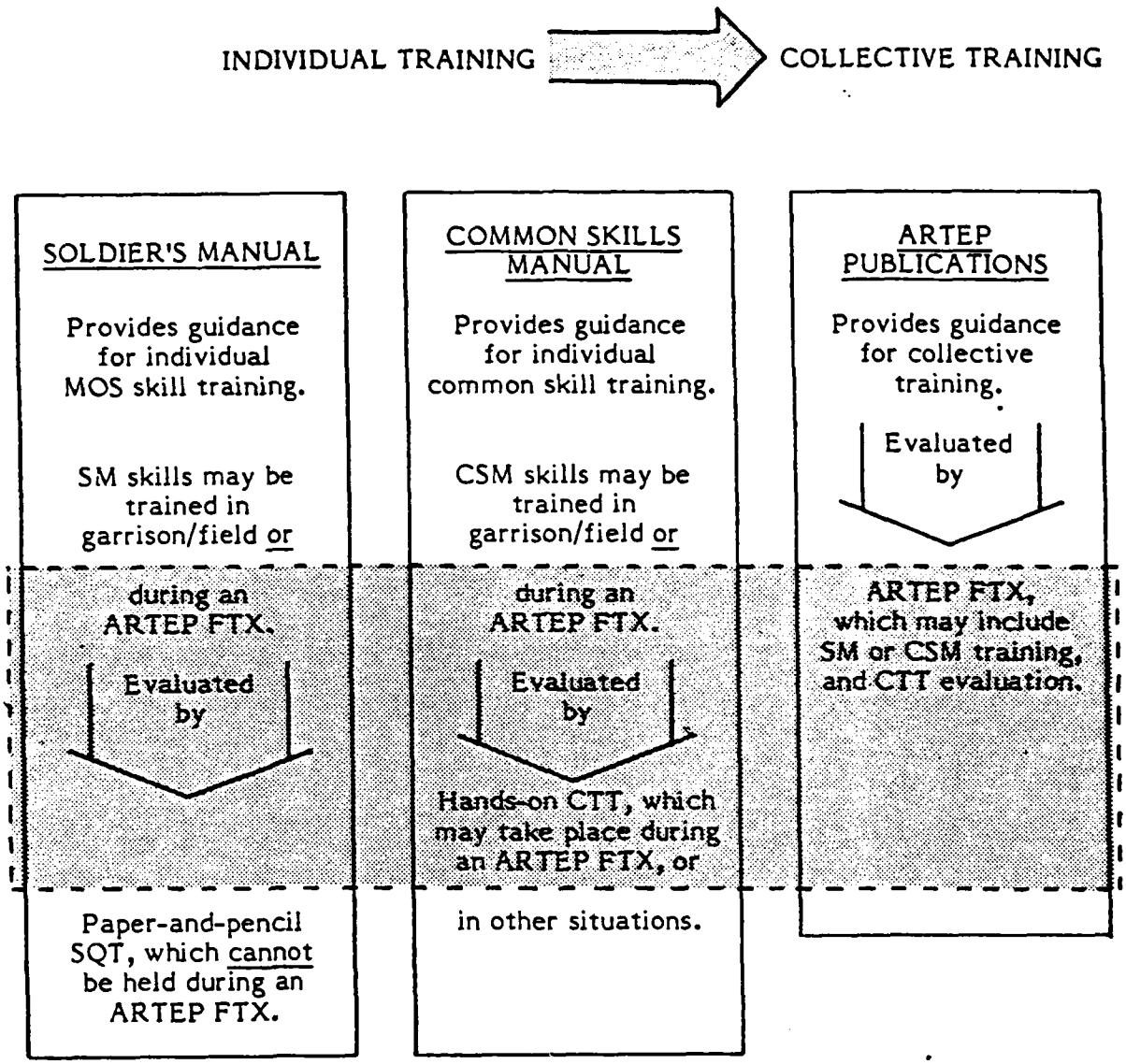


FIGURE 1

RELATIONSHIP BETWEEN INDIVDUAL AND COLLECTIVE TRAINING PROGRAMS AND EVALUATION PROGRAMS

SUPERVISE PREPARATION OF BIVOUAC AREA

SUMMARY: Supervise reconnaissance, planning, and occupation of a bivouac area.

CONSIDERATIONS:

- Unit SOP will generally outline special considerations in preparation of bivouac areas.
- OPORD will usually detail unit mission and general bivouac area.

ACTIONS:

1. Refer to OPORD to determine location and type of bivouac area (tactical/administrative) and unit mission.
2. Inspect bivouac area and map out emplacements IAW unit SOP and bivouac area planning checklist (Table 1).
3. Brief unit leaders prior to occupation of bivouac area:
   - Location of each unit (squads, platoons, sections, weapons emplacements, etc.).
   - Procedure for occupation (security, camouflage and concealment, noise/light/litter discipline, etc.).
4. Supervise timely and orderly occupation of bivouac area.

REFERENCES: First Sergeants' Course materials, 1982.

Unit SOP

ACTIVITY	CONSIDERATIONS	
RECONNAISSANCE	Area of adequate size Existing buildings/facilities Access routes	Existing cover and concealment Safety considerations: duds, debris, poisonous plants, reptiles, dry washes, etc.
EMPLACEMENT and DISPERSION	Local SOP operations area Parking Attachments/detachments Command post/XO/Sections Mess facilities Garbage disposal/soakage pits Supply POL/flammables Communications Remote commo sites* Perimeters/interlocking fires*	Dismount point Security guards Helicopter pad Medical facilities Food storage facilities Latrines, showers, washstands Maintenance Ammunition/firearms Troops areas LPs/OPs* Primary/secondary defensive positions (plt/squad)* Primary/secondary weapons emplacements*
PREPARATION FOR OCCUPATION	Quartering parties Labeling of areas Perimeter guards Camouflage nets, flattops Clearing fields of fire*	Mode/schedule of transportation Order: furthest-placed units and security enter first Vehicle movement: road maintenance, prevention of cut corners Overhead clearance (antennas, indirect fire)

*Tactical considerations only.

See also: Job Aid - Direct Coordination and Preparation of Advance Party.
Job Aid - Implement Tactical Cover and Deception Plans.
Job Aid - Plan and Implement Field Sanitation Activities.
Job Aid - Displace Unit from One Location to Another.
Job Aid - Organize and Supervise the Unit Trains Area.
Job Aid - Enforce Training Safety Requirements.

TABLE 1: BIVOUAC AREA PLANNING CHECKLIST

ESTABLISH UNIT NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

SUMMARY: Identify training needs, training topics, and references for NCO professional training.

CONSIDERATIONS:

- Unqualified need for NCODP.
- NCOES is only part of NCODP.
- NCODP is an integral part of every aspect of unit, from barracks to tactical operations.
- NCODP is not only for new "sergeants."
- NCODP will require the support of every commander and NCO.

ACTIONS:

1. Determine training needs of unit NCOs.
   - Who has/has not attended NCOES courses?
   - What NCOES courses have been attended?
   - Who is participating in non-resident or correspondence courses?
2. Review the following for performance deficiencies:
   - SQT results
   - ARTEP evaluations
   - Exercise After-Action Reports
   - Annual General Inspection (AGI) results
3. Organize your training around the needs and deficiencies identified in steps 1 and 2 above.
4. Determine broad category you want to train, and obtain references (see Table 1).
5. If the topic is too broad, develop intermediate training objectives (sub-topics).

ESTABLISH UNIT NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

6. Determine to whom the training will be given:
   - Those who demonstrate potential for performing duty in a leadership position.
   - All soldiers performing duty in leadership positions.
   - All acting NCOs.
7. Identify and brief instructor.
   - Assign topic for training.
   - Try to give instructor at least a two-week notice.
8. Ensure the training is included on the training schedule.
9. Assist the instructor to identify and obtain required resources.
10. Check the instructor's lesson outline/plan.
11. Observe the instructor's rehearsal.
12. Attend and ensure others attend.
13. Evaluate the effectiveness of the training.
14. Critique the trainer.

REFERENCES:

AR 350-17, Noncommissioned Officer Development System (NCODP), 1 Dec 80

AR 351-1, Individual Military Education and Training, 1 Mar 81

AR 621-5, Army Continuing Education System (ACES), 15 Oct 81

ESTABLISH UNIT NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

TOPICS	REFERENCES
1. DUTIES, RESPONSIBILITIES, AND AUTHORITY OF THE NCO	a. AR 600-20, Army Command Policy and Procedures b. AR 611-201, Enlisted Career Management Fields and Occupational Specialties c. FM 22-600-20, The Army Noncommissioned Officer Guide
2. LEADERSHIP	a. AR 600-20, Army Command Policy and Procedures b. FM 22-100, Military Leadership c. ETV Tape 113-0720 (Leadership Counseling) d. TEC 909-071-0031 F through 0037F (NCO Contributions to Enlisted Leadership) e. Correspondence Subcourse INO 008 (Leadership)
3. HOW TO TRAIN SOLDIERS	a. FM 25-2, How to Manage Training b. FM 21-6, How to Prepare and Conduct Military Training c. ETV Tape Q171-6004, Leadership and Motivation d. Correspondence Subcourse INO 021, Techniques of Military Instruction
4. HOW TO TRAIN SMALL UNITS (SQUADS, TEAMS, CREWS, ECHELONS, AND PLATOONS	a. FM 25-2, How to Manage Training b. ETV Tape 909-777-0819B, Sergeants Business
5. THE TACTICAL EMPLOYMENT OF SMALL UNITS	a. FM 25-2, How to Manage Training

TABLE 1: BROAD CATEGORIES FOR NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

ESTABLISH UNIT NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

TOPICS	REFERENCES
6. MAINTENANCE OF WEAPONS AND EQUIPMENT	a. FM 43-1, (Test) Organizational Maintenance Manager's Guide b. FM 21-15, Care and Use of Individual Clothing and Equipment c. FM 29-2, Organizational Maintenance Operations d. TM 38-750, The Army Maintenance Management System (TAMMS) e. DA Pam 750-1, Maintenance Guide for Leaders f. Correspondence Subcourse ISS 270, Organizational Maintenance and Maintenance Management
7. ACCOUNTABILITY OF WEAPONS AND EQUIPMENT	a. AR 735-11, Accounting for Lost, Damaged, and Destroyed Property b. FM 10-14, Unit and Organization Supply
8. SCHOOL OF THE SOLDIER	a. AR 600-9, Army Physical Fitness and Weight Control Program b. AR 670-1, Wear and Appearance of Army Uniforms and Insignia c. FM 21-20, Physical Readiness Training d. FM 22-5, Drill and Ceremonies e. ETV Tape H076-0004, Drill and Ceremonies
9. UNIFORM CODE OF MILITARY JUSTICE	a. FM 27-1, Legal Guide for Commanders b. AR 27-10, Military Justice c. Manual for Courts-Martial d. ETV Tape T 303-6346, Article 15 - An Overview e. TEC 909-071-D042F through 0045F, Principles of Military Justice f. Correspondence Subcourses TSS 259 and 260, Principles of Military Justice

TABLE 1: (Continued)

ESTABLISH UNIT NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

TOPICS	REFERENCES
10. PERSONAL RELATIONSHIPS, DEALING WITH SENIORS, SUBORDINATES, AND PEERS	a. AR 600-20, Army Command Policy and Procedures b. FM 22-600-20, The Army Noncommissioned Officer Guide
11. MILITARY CUSTOMS AND COURTESY	a. AR 600-20, Army Command Policy and Procedures b. AR 600-50, Standards of Conduct for Department of the Army Personnel c. ETV Tape 010-071-0003B, Military Customs and Courtesy d. ETV Tape 071-0695, Origins of Discipline
12. ENLISTED PERSONNEL MANAGEMENT SYSTEM (EPMS)	a. AR 600-200, Enlisted Personnel Management System b. AR 601-280, Army Reenlistment Program c. AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties d. AR 612-10, Reassignment Processing and Army Sponsorship and Orientation Program e. AR 614-30, Overseas Service f. AR 614-200, Selection of Enlisted Soldiers for Training and Assignment g. AR 623-205, Enlisted Evaluation Reporting System h. TRADOC Pam 351-10, Guidelines for Development of Enlisted Training (NCOES/EPMS) i. ETV Tape L 093-0578, EPMS Progress
13. EFFECTIVE COMMUNICATIONS	a. AR 340-15, Preparing Correspondence b. FM 22-100, Military Leadership c. FM 22-101, Leadership Counseling d. DA Pam 1-10, Improve Your Writing e. ETV Tape E 071-0175, Effective Speaking f. Correspondence Subcourse ISS 204

TABLE 1: (Continued)

ESTABLISH UNIT NONCOMMISSIONED OFFICER'S DEVELOPMENT PROGRAM

TOPICS	REFERENCES
14. THE NCO ROLE IN THE ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM (ADAPCP)	a. AR 600-85, Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) b. FM 22-101, Leadership Counseling
15. PERSONAL AFFAIRS	a. DA Pam 360-531, Your Personal Affairs - A Checklist
16. REFERRAL AGENCIES	a. See Job Aid "Counsel Military Personnel" for problem areas and referral agencies
17. EDUCATION	a. AR 621-5, Army Continuing Education System (ACES)

TABLE 1: (Continued)

WEIGHT CONTROL PROGRAM

SUMMARY: Establish and monitor unit weight control program.

CONSIDERATIONS:

- Routine weigh-ins will be accomplished at the unit.
- Percent body fat measurements will be accomplished by health care personnel.

ACTIONS:

1. Use Figure 1 as a procedural guide for screening soldiers.
2. Use Figure 2 as a procedural guide for soldiers in the weight control program.

REFERENCES: AR 600-9, The Army Weight Control Program, 1 Feb 83.

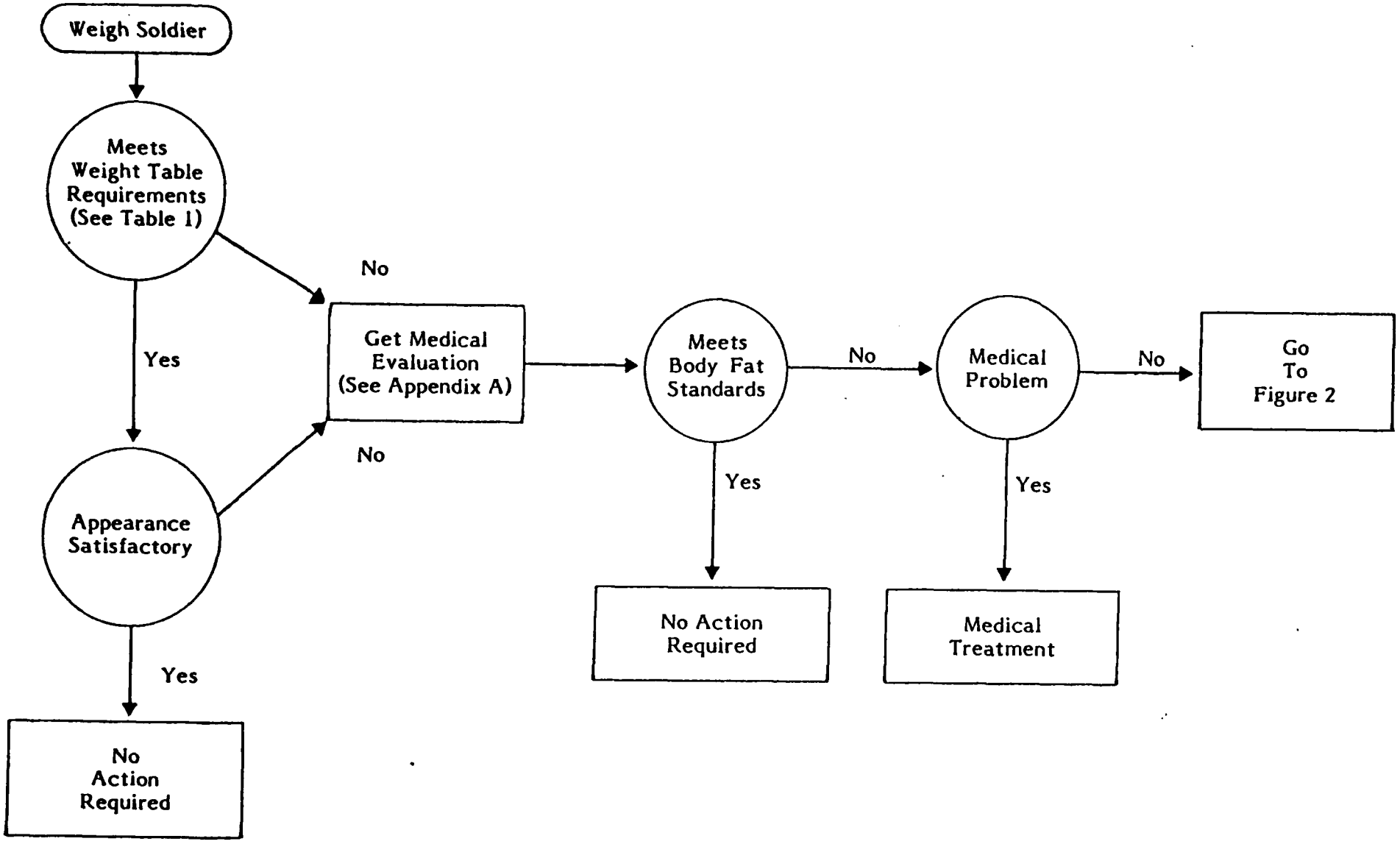


FIGURE 1: SCREENING PROCESS

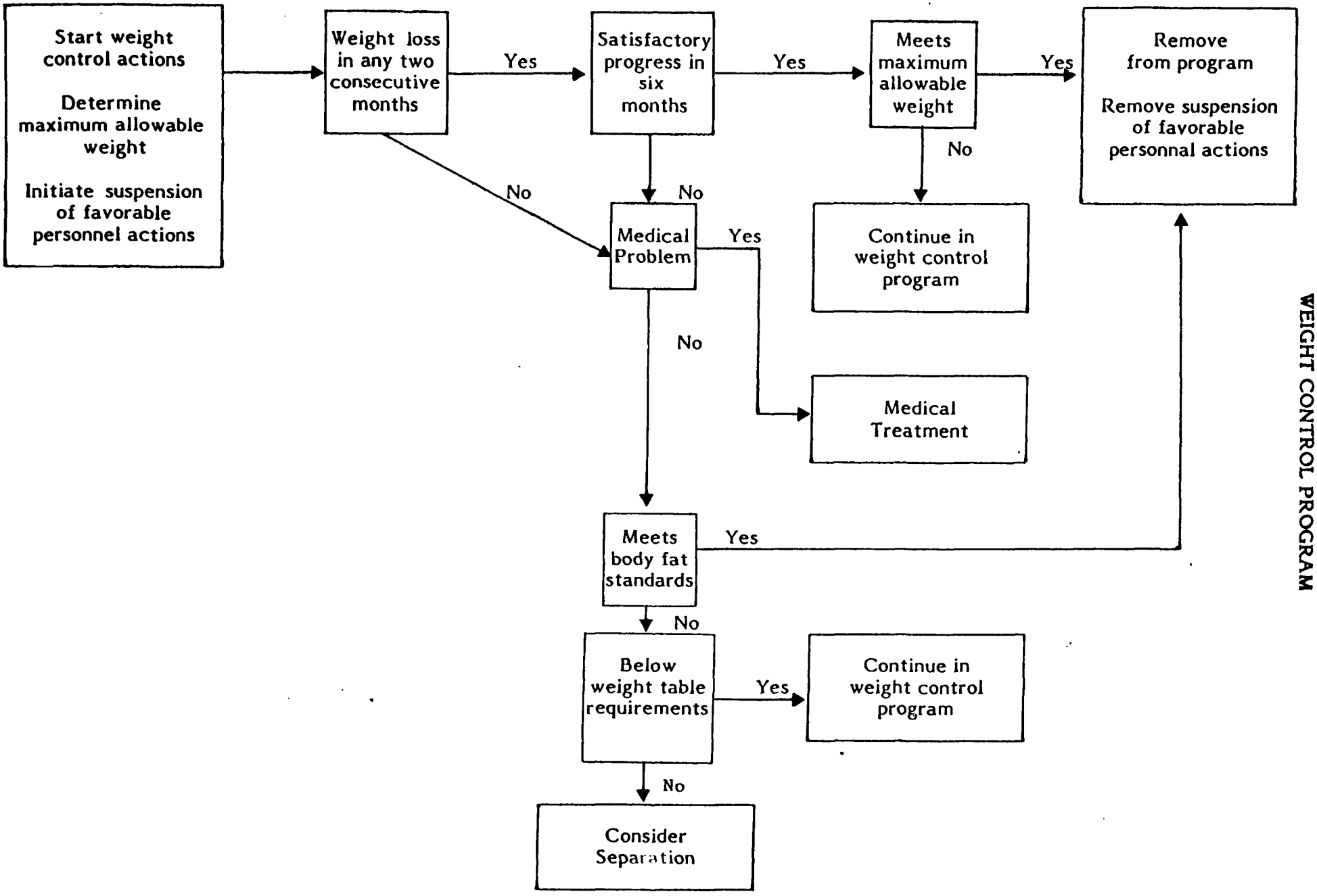


FIGURE 2: WEIGHT CONTROL PROCESS

HEIGHT (in inches)	MALE Age				FEMALE Age			
	17-20	21-27	28-39	40+	17-20	21-27	28-39	40+
58	---	---	---	---	104	107	110	113
59	---	---	---	---	107	110	114	117
60	132	136	139	141	111	114	117	121
61	136	140	144	146	115	118	121	125
62	141	144	148	150	119	123	126	130
63	145	149	153	155	123	126	130	134
64	150	154	158	160	126	130	134	138
65	155	159	163	165	130	134	138	142
66	160	163	168	170	135	139	143	147
67	165	169	174	176	139	143	148	151
68	170	174	179	181	143	147	151	156
69	175	179	184	186	147	151	155	160
70	180	185	189	192	151	156	160	165
71	185	189	194	197	155	159	164	169
72	190	195	200	203	160	164	169	174
73	195	200	205	208	165	169	174	179
74	201	206	211	214	170	174	180	185
75	206	212	217	220	175	179	184	190
76	212	217	223	226	180	185	190	196
77	218	223	229	232	184	190	195	201
78	223	229	235	238	189	194	200	206
79	229	235	241	244	194	199	205	211
80	234	240	247	250	198	204	210	216

TABLE 1: WEIGHT FOR HEIGHT SCREENING TABLE

FORMAT FOR REQUESTING PRELIMINARY MEDICAL EVALUATION

FROM: Commanding Officer
TO: MEDDAC

Subj: Weight control Program

Ref: AR 600-9.

1. _____( ) exceeds the weight for height tables by ____ pounds; ( ) appears to have excess body fat.

2. It is requested that body fat content be measured and a medical evaluation be conducted in accordance with reference AR.

Date _____ Signature _____

FIRST INDORSEMENT

FROM: MEDDAC (Health Care Personnel)
TO: Commanding Officer

1. In accordance with the reference, _____ has been examined and found to weigh _____ pounds and have a body fat content of _____ percent. This individual (check appropriate block/blocks):

( ) Exceeds the weight for height tables, or ( ) does not exceed the weight tables.

( ) Exceeds the percent body fat standard by _____ percent. The individual's maximum allowable weight is _____ pounds in current age category.

( ) Does not exceed the percent body fat standard. The individual's maximum allowable weight is _____ pounds in current age category.

( ) Is fit for participation in a weight control/physical exercise program.

The cause of this overweight condition (is) (is not) due to a medical disorder.

2. The following action(s) is/are recommended.

( ) Weight reduction program.

( ) Hospitalization for pathological medical disorder.

( ) No further action.

3. The soldier has been advised that: The loss of _____ pounds within 6 months is determined to be a realistic goal. Present weight is _____ pounds, loss per month should be _____ pounds.

Date _____ Signature _____

APPENDIX A: SAMPLE CORRESPONDENCE FOR WEIGHT CONTROL PROGRAM

WEIGHT CONTROL PROGRAM

SECOND INDORSEMENT

FROM: Commanding Officer
TO: (Individual Soldier)

You have been determined to be overweight and a goal of _____ pounds of weight loss per month has been established. Your maximum allowable weight is _____ pounds. This should be attained no later than _____ months from this date. Failure to achieve your maximum allowable weight could result in separation from the Service.

Date _____ Signature _____

THIRD INDORSEMENT

FROM: (Individual Soldier)
TO: Commanding Officer

I understand my responsibilities to achieve the maximum allowable weight and to have my weight recorded periodically or during unit training assemblies (UTA) as applicable.

Date _____ Signature _____

(To be used when weight goal is not attained after _____ months)

FOURTH INDORSEMENT

FROM: Commanding Officer
TO: MEDDAC (Health Care Personnel)

Present weight, body fat percentage, and medical reevaluation are requested.

Date _____ Signature _____

WEIGHT CONTROL PROGRAM

FIFTH INDORSEMENT

FROM: MEDDAC (Health Care Personnel)
TO: Commanding Officer

I have reexamined the individual and found present weight to be _____ pounds, ( ) which meets the screening table weight, or which ( ) exceeds the screening table weight. The individual's present body fat is _____ percent and present maximum allowable weight is _____ pounds. This individual is ( ) within percent body fat standard, or ( ) exceeds percent body fat standard.

The cause of the overweight condition (is) (is not) due to a pathological medical disorder.

Additional remarks:

Date _____ Signature _____

SIXTH INDORSEMENT

FROM: Commanding Officer
TO: Military Personnel Officer

1. The individual has been determined to be in compliance with the provisions of AR 600-9 and is therefore removed from the weight control program effective this date.

2. The individual's current weight is _____ pounds. Screening table weight is _____ pounds for present age category. Maximum allowable weight is _____ pounds for present age category.

3. This correspondence will be retained in the individual's MPRJ for 48 months from this date.

Date _____ Signature _____

REVIEW DA FORM 2475-2, PERSONNEL DATA - SIDPERS

SUMMARY: Review all SIDPERS transactions submitted for a soldier during his assignment to the unit.

CONSIDERATIONS: The DA Form 2475-2 is a two-part form:

- Part I (front) contains personal and certification information about the soldier (see Figure 1).
- Part II (back) contains SIDPERS input and leave data (see Figure 2).

ACTIONS:

1. Use Table 1 to review the front side of DA Form 2475-2.
2. Use Table 2 to review the back side of DA Form 2475-2.

   NOTE: Pencil entries must be converted; typed or printed in black or blue-black ink, when the soldier is separated, makes a permanent change of station, or is dropped from the rolls.

REFERENCES: FM 7-11B5, Soldier's Manual, 5 Sep 79.

PERSONNEL DATA - SIDPERS

For use of this form, see AR 680-1; the proponent agency is MILPERCEN.

DATA REQUIRED BY THE PRIVACY ACT

AUTHORITY: Title 5, United States Code, Section 301.

PRINCIPAL PURPOSE(S):
a. Permanent historical and legal document pertaining to the individual shown thereon during the period of assignment/attachment with a specific unit.
b. Is the replacement document for the Morning Report (DA Form 1) for unit supported by the Standard Installation Division Personnel System (SIDPERS).

ROUTINE USES:
a. Provide unit/PAC clerk with personnel information which, in conjunction with appropriate source documents enable the unit/PAC clerk to prepare SIDPERS change reports to update field and HQDA data bases.
b. Recording of this change data on the reverse side Part II to provide an audit trail of incidents/occurrences.
c. Reconcile assigned/attached strength of the unit against rosters, unit manning reports and other strength related documents.
d. Recording of other personnel management data not otherwise shown elsewhere; e.g., local address, phone number for emergency and alert purposes.
e. May be used as a substitute for the Personnel Action, DA Form 4187 as an evidentiary document in court-martial proceedings.

DISCLOSURE: Mandatory disclosure of local address, telephone number, and name and address of next-of-kin is required for emergency notification. Failure to disclose these data could result in delayed notification of emergency to the soldier and/or next-of-kin.

PART I

ORGANIZATION (UPC): 2FJAAA

UNIT/STATION: Co B 1st Bn 193d FA, Fort Sill, OK 06340

1. NAME (Last, First, middle)	2. SSN	3. GRADE & PAY GRADE	4. BLOOD TYPE
Smith, Alfred Edward	123-45-6789	E-3 PFC	"A" Pos

5. DUTY ASSIGNMENT	6. DUTY PHONE NUMBER	7. LOCAL ADDRESS (Include ZIP Code)	8. LOCAL PHONE NO.
PERSONNEL ADMINISTRATION SPECIALIST	60731	17 Riverside Ave LAWTON, OK 06341	123-4567

9. NEXT OF KIN (Name and address) (Include ZIP Code)	10. HOME OF RECORD
MR. RYAN SMITH (FATHER) 125 Main Street, ANYTOWN N.Y. 11076	ANYTOWN, N.Y.

11. PLACE OF BIRTH	12. HIGHEST AWARD(S)
Anytown N.Y.	BSM CIB

13a. SQT PRIMARY (Score and date)	13b. SQT SECONDARY (Score and date)
(71L) SCORE 142 Jun 76	

14.	15.	16.	17.

REMARKS: SEPARATE RATIONS AUTH 17 FEB 77

COMMANDER'S OR AUTHORIZED REPRESENTATIVE'S GRADE, NAME AND INITIALS

GRADE	NAME	INITIALS	GRADE	NAME	INITIALS
~~CPT~~	~~Norman Thier~~	~~NT~~			
1SG	Vincent J. Tassene	VJT			
CPT	Cleve P. Higgins	CPH			
1LT	Douglas M. Wilson	DMW			

CERTIFICATE

I certify that the initials appearing above opposite the name and on the reverse side of this form are those of myself as Commander/designated Bn PAC representative or my authorized representative. I further certify that the entry on the reverse side as initialed is a true statement as pertains to the individual indicated hereon for the reporting period.

COMMANDER	TENURE DATES	COMMANDER	TENURE DATES
COMMANDER	TENURE DATES	COMMANDER	TENURE DATES
COMMANDER	TENURE DATES	COMMANDER	TENURE DATES

DA, FORM 1 OCT 77 2475-2

EDITION OF 1 JAN 74 AND DA FORM 2475-2R - PRIVACY ACT STATEMENT, 26 SEP 75 ARE OBSOLETE.

FIGURE 1. SAMPLE

NAME	SSN
Smith, Alfred Edward	123-45-6789

PART II

SIDPERS TRANSACTION			DISPOSITION				
DATE REPORTED	ACTION REPORTED	EFFECTIVE DATE	INITIALS	CYCLE/DATE	NOTE 1 P	NOTE 1 U	REMARKS
750114	ARR/750113/OVMEID/						
	IPBAAA/AORO/E2A	750113	UT				
~~750512~~	~~DYST/PDY/1105/1200/750511~~	~~750511~~	CPT				
750512	DYST/PDY/HDS/1200	750511	CPT				
750716	GRCH/SP4/D/750715	750715	CPT				

Note 1. P-Processed U-Unprocessed

☆U.S. G.P.O. 1978-765-124/8

REVIEW DA FORM 2475-2, PERSONNEL DATA - SIDPERS

Block Number	Information Required	Typed or Ink	Pencil	Remarks
--	Organization (UPC)	X		Six character code which identifies unit
--	Unit/Station	X		Address of soldier's unit (include zip code)
1	Name	X		Last, first, middle
2	SSN	X		Social Security Number
3	Grade and Pay Grade		X	
4	Blood Type	X		Blood type and RH factor
5	Duty Assignment		X	
6	Duty Phone Number		X	
7	Local Address		X	Home address
8	Local Phone Number		X	Home phone number
9	Next of Kin		X	Name, address, and relationship of relative to soldier
10	Home of Record		X	Permanent address
11	Place of Birth	X		
12	Highest Awards		X	
13	SQT		X	MOS, score and date.
14	--------			These should be blank, as they are reserved for future use by HQDA
15	--------			These should be blank, as they are reserved for future use by HQDA
16	--------			These are used by local commanders for any information they wish to enter
17	--------			These are used by local commanders for any information they wish to enter
--	Remarks		X	Any additional information entered by local commanders (e.g., pending personnel actions, separate rations, etc.).
--	Commanders or Authorized Representatives	X		Commander's grade, name, and initials (handwritten), and those of his/her authorized representatives. When one leaves the unit, the entry has a line placed through it.

TABLE 1: DA FORM 2475-2, PERSONNEL DATA - SIDPERS

Part I

REVIEW DA FORM 2475-2, PERSONNEL DATA - SIDPERS

Block Number	Information Required	Typed or Ink	Pencil	Remarks
	Name	X		Soldier's name (last, first, middle)
	SSN	X		Soldier's Social Security Number
Date Reported	Year, month, and day the action was reported	X		Leave blank if action is PDY/OLV or OLV/PDY
Action Reported	Each SIDPERS transaction submitted on the soldier since his/her assignment to the unit	X		PDY/OLV and OLV/PDY entries should have the DATE REPORTED space left blank, and "NOB SUBM" entered (in pencil) in the appropriate REMARKS space. NOTE: If the soldier is on leave when a change in duty status occurs, make sure the status change from duty to leave is submitted.
Effective Date	Year, month, and day the action is effective	X		
Initials	Commander's or authorized representative's initials	X		See the front side of the FORM for the person authorized to initial the entry.
Cycle/ Date	Number and date of the cycle	X		
Note 1 P/U	Enter an "X" in either the P (Processed) or U (Unprocessed) column	X		This shows that the entry did or did not process into the SIDPERS system
Remarks	Any additional information	X		This information concerns the entry on the same line.

NOTE: To correct an error in a transaction, draw a line completely through it and enter the correct transaction on the next line. (See sample correction on Figure 2.)

TABLE 2: DA FORM 2475-2, PERSONNEL DATA - SIDPERS

Part II

REVIEW PERSONNEL STRENGTH ZERO BALANCE REPORT (PZB)

SUMMARY: Ensure unit strength reporting is zero strength deviation.

CONSIDERATIONS:

- The PZB report is produced once a month.
- Part I informs the commander of the reconciliation of totals of duty status categories on the SIDPERS Organization Master File (SOMF) and the SIDPERS Personnel File (SPF).
- Part II provides the means of reconciling the strength of a unit on a "by name" basis for each individual assigned or attached to the unit.

ACTIONS: Use Figure 1 to:

1. Ensure the personnel shown on the report match the Personnel Data - SIDPERS (PDC - SIDPERS) file for all assigned and attached personnel.
2. Determine the status of personnel shown on the report who are NOT actually assigned or attached.
3. Detemine the status of personnel who are assigned or attached but are NOT shown on the report.

NOTE: When applicable, prepare deletions and change reports in accordance with local policy.

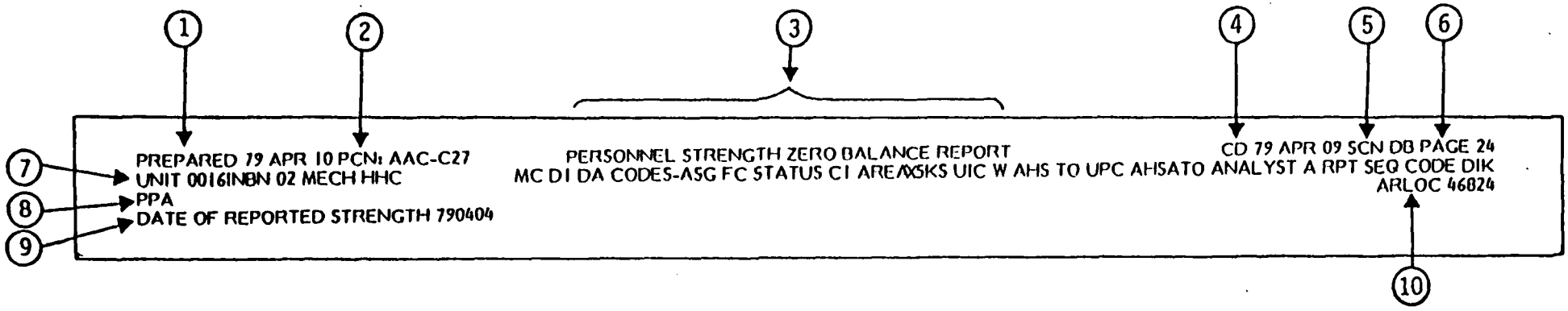
REFERENCES: DA PAM 600-8-1, SIDPERS - Unit Level Procedures, 1 Sep 80.

PREPARED 79 APR 10 PCN: AAC-C27 — PERSONNEL STRENGTH ZERO BALANCE REPORT — CD 79 APR 09 SCN DB PAGE 24
UNIT 0016INBN 02 MECH HHC — MC DI DA CODES-ASG FC STATUS CI AREAX5KS UIC W AHS TO UPC AHSATO ANALYST A RPT SEQ CODE DIK
PPA — ARLOC 46824
DATE OF REPORTED STRENGTH 790404

PART I STRENGTH RECONCILIATION BY DUTY STATUS

DUTY STATUS	COMMISSIONED			WARRANT			ENLISTED		
DUTY STATUS	OM STR	ACTUAL	DIFF	OM STR	ACTUAL	DIFF	OM STR	ACTUAL	DIFF
PRESENT	21	21	0+	1	1	0+	135	135	0+
TEMP DUTY	1	1	0+	0	0	0+	21	21	0+
LEAVE	0	0	0+	0	0	0+	15	15	0+
HOSPITAL	0	0	0+	0	0	0+	2	2	0+
CONFINED	0	0	0+	0	0	0+	0	0	0+
AWOL	0	0	0+	0	0	0+	1	1	0+
MISSING	0	0	0+	0	0	0+	0	0	0+
INTRANSIT	0	0	0+	0	0	0+	0	0	0+
TOTAL ACTB	22	22	0+	1	1	0+	174	174	0+
REPT ACTB STRENGTH		21			1			180	
DIFFERENCE		1+			0+			6-	
ATTACHED	0	0	0+	0	0	0+	4	4	0+
REPT ATCH STRENGTH		0			0			3	
DIFFERENCE		0+			0+			1+	

FIGURE 1: PERSONNEL STRENGTH ZERO BALANCE REPORT (PZB) - PART I



(1) PREPARED - The date the report was actually prepared: "79 APR 10"

(2) PCN - The Product Control Number of the report: "AAC-C27"

(3) Title of the report

(4) CD - Cycle Date. The "as of" date of the SIDPERS processing cycle that produced the report: "79 APR 09"

(5) SCN- Shipment Control Number. A two character code that identifies the month and day the report was prepared by the DPI (data processing installation): "DB"

(6) PAGE - The page number of the report: "24"

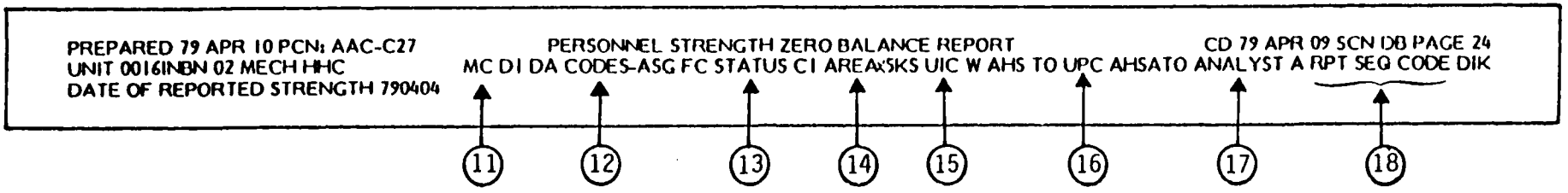
(7) UNIT - The name of the unit: "0016INBN 02 MECH HHC" (HHC, 2d Bn, 16th Inf Mech)

(8) PPA - PERSINS Processing activity

(9) DATE OF REPORTED STRENGTH - The date of the last OSTR (Organizational Strength Report Change) transaction the updated the SOMF (SIDPERS Organizational Master File): "790404" (79 APR 04)

(10) ARLOC - Army location code

FIGURE 1: (Continued)
PART I - HEADING



(11) MC - Mail Code. Assigned by the SIDPERS Interface Branch (SIB) to identify the Military Personnel Office (MILPO) that services the unit: "DI"

(12) DA CODES - Code showing the major command to which the unit is assigned: "ASG FC" (US Army Forces Command)

(13) STATUS - Code used to classify the status of Active Army organizations, personnel, and equipment (see AR 680-29, para 2-15): "CI"

(14) AREAX - Area Code. Used to show the location of the unit. If the unit is in CONUS, the first position ("5") shows the Army area; the other two positions ("KS" for Kansas) show the state. For overseas units, the location code is the abbreviation of the country (see AR 680-29, App A and B).

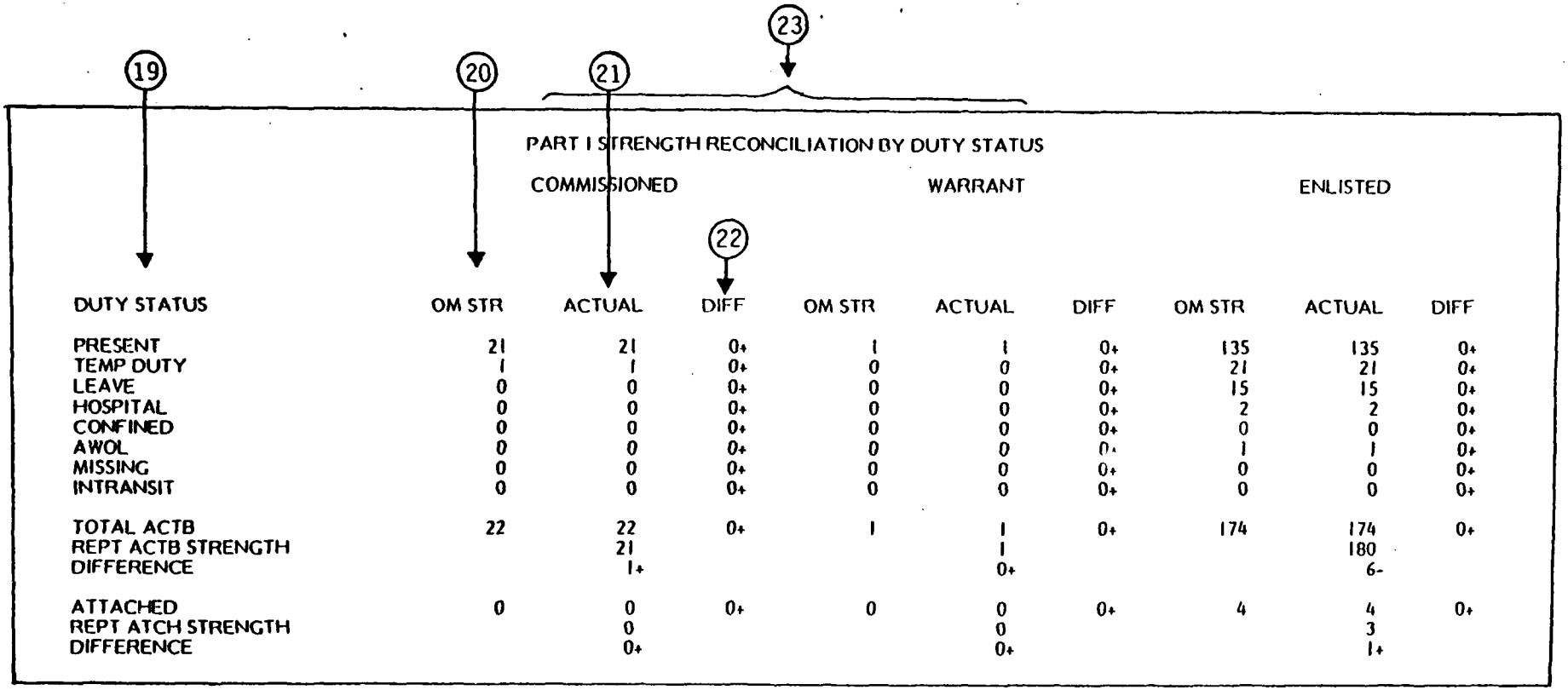
(15) UIC - Unit Identification Code. "W" is the Service Designator (W=Army), "AHS" is the Parent Unit Designator (AHS=2d Bn, 16th Inf Mech), and "TO" is the Subunit/Descriptive Designator (TO=Hq and HqCo)

(16) UPC - Unit Processing Code. "AHS" is the Parent Unit Designator (see (15)), "A" is the Morning Report Indicator Code (MRIC) (A=permanent party), and "TO" is the Subunit/Descriptive Designator (see (15))

(17) ANALYST - Analyst Code. Assigned by the SIB to group certain units together in order to assign each group to a specific analyst at the SIB: "A"

(18) RPT SEQ CODE - Report Sequence Code. Assigned by the SIB to group certain units together for report purposes: "DIK"

FIGURE 1: (Continued)
PART I - HEADING



PART I STRENGTH RECONCILIATION BY DUTY STATUS

DUTY STATUS	COMMISSIONED OM STR	COMMISSIONED ACTUAL	COMMISSIONED DIFF	WARRANT OM STR	WARRANT ACTUAL	WARRANT DIFF	ENLISTED OM STR	ENLISTED ACTUAL	ENLISTED DIFF
PRESENT	21	21	0+	1	1	0+	135	135	0+
TEMP DUTY	1	1	0+	0	0	0+	21	21	0+
LEAVE	0	0	0+	0	0	0+	15	15	0+
HOSPITAL	0	0	0+	0	0	0+	2	2	0+
CONFINED	0	0	0+	0	0	0+	0	0	0+
AWOL	0	0	0+	0	0	0+	1	1	0+
MISSING	0	0	0+	0	0	0+	0	0	0+
INTRANSIT	0	0	0+	0	0	0+	0	0	0+
TOTAL ACTB	22	22	0+	1	1	0+	174	174	0+
REPT ACTB STRENGTH		21			1			180	
DIFFERENCE		1+			0+			6-	
ATTACHED	0	0	0+	0	0	0+	4	4	0+
REPT ATCH STRENGTH		0			0			3	
DIFFERENCE		0+			0+			1+	

(19) PART I STRENGTH RECONCILIATION BY DUTY STATUS: Identification of this part of the report.

(20) DUTY STAT - Duty status. The condition of the soldier's presence or absence at his/her assigned duties. These are broken down by officers, warrant officers and enlisted personnel.

(21) OM STR - Organization Master Strength. The SOMF strength based upon successful processing of SIDPERS Change Reports.

(22) ACTUAL - The actual number of records of the unit, according to the SIDPERS Personnel File (SPF)

(23) DIFF - The difference (plus or minus) between the OM STR strength (21) and the ACTUAL strength (22)

FIGURE 1: (Continued)
PART I

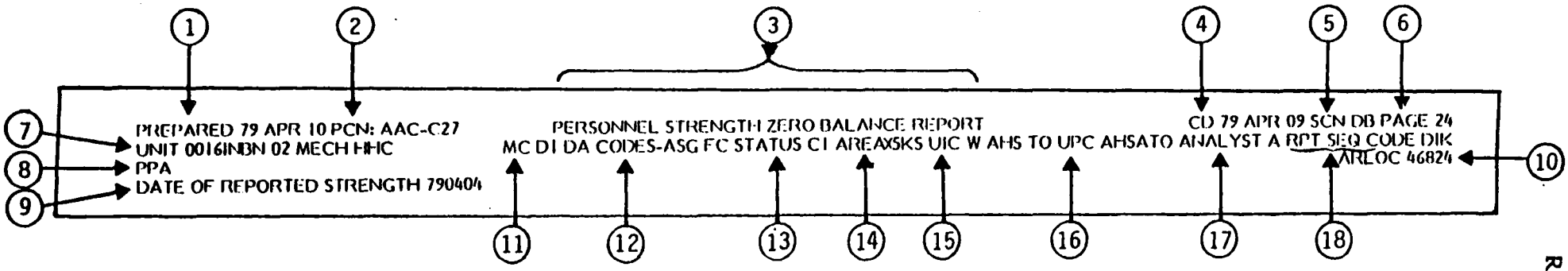
PREPARED 79 APR 10 PCN: AAC-C27 PERSONNEL STRENGTH ZERO BALANCE REPORT CD 79 APR 09 SCN DB PAGE 24
UNIT 0016INBN 02 MECH HHC MC DI DA CODES-ASG FC STATUS CI AREAX5KS UIC W AHS TO UPC AHSATO ANALYST A RPT SEQ CODE DIK
DATE OF REPORTED STRENGTH 790404

PART II DUTY STATUS LIST FOR RECONCILIATION OF PART I

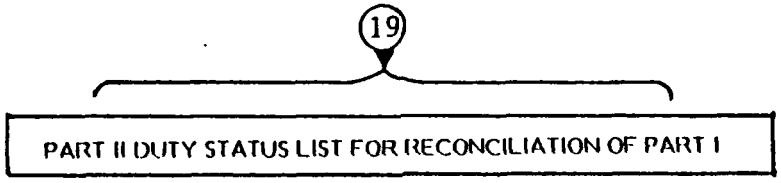
NAME	SSAN	GRD	DTY STS	EFFECT DATE	POS NUM	UNIT1 ARR	UNIT1 UPC	UNIT1 DPRT	GAIN UPC	UNIT2 ARR	UNIT2 UPC	UNIT2 DPRT	UNIT3 ARR	UNIT3 UPC	UNIT3 DPRT	UNIT1 RSC	LAST TRAN
DOE JOHN WAYNE	123456789	1LT	OLV	790402	A005	730225	AHSATO				18AQE	720325				A	ARR
TOTAL 1																	
DUCK DONALD	987654321	2LT	PDY	790402	9992	721101	AHSATO				2L5L2	721101				A	ARR
FOX BIG RED	345678901	CPT	PDY	790402	A001	720131	AHSATO				18AQE	720131				A	ARR
TOTAL 2																	
TOTAL OFF 3																	
BROWN JOHN JACK	567890123	PVI	ATC	79042			AHSATO									N	
CAMERON PAUL VICTOR	890123456	PVI	ATC	79042			AHSATO									N	
TOTAL 2																	
BROWN SALLY JANE	321549876	SP4	OLV	790402	D001	720418	AHSATO				18AQE	720418				A	ARR
CHANCE JIMMY DEAN	987561432	SP5	OLV	790402	F420	720428	AHSATO				18AQE	720428				A	ARR
CHAMP HEAVY WEIGHT	918452756	PFC	OLV	790402	F045	720707	AHSATO			720601	AHJZ1	720707				A	ARR
FOXX GUY SAMUEL	933876661	ISG	OLV	790402	A010	720426	AHSATO				18AQE	720426				A	ARR
TOTAL 4																	
ABBOTT WAYNE PAUL	833337563	SP5	PDY	790402	F015	720418	AHSATO				18AQE	720418				A	ARR
BABBS LARRY EDWARD	546297701	SP4	PDY	790402	A020	720428	AHSATO				18AQE	720131				A	ARR
TOTAL 2																	
TOTAL ENL 8																	

REVIEW PERSONNEL STRENGTH ZERO BALANCE REPORT (PZB)

FIGURE 1: (Continued)
PART II

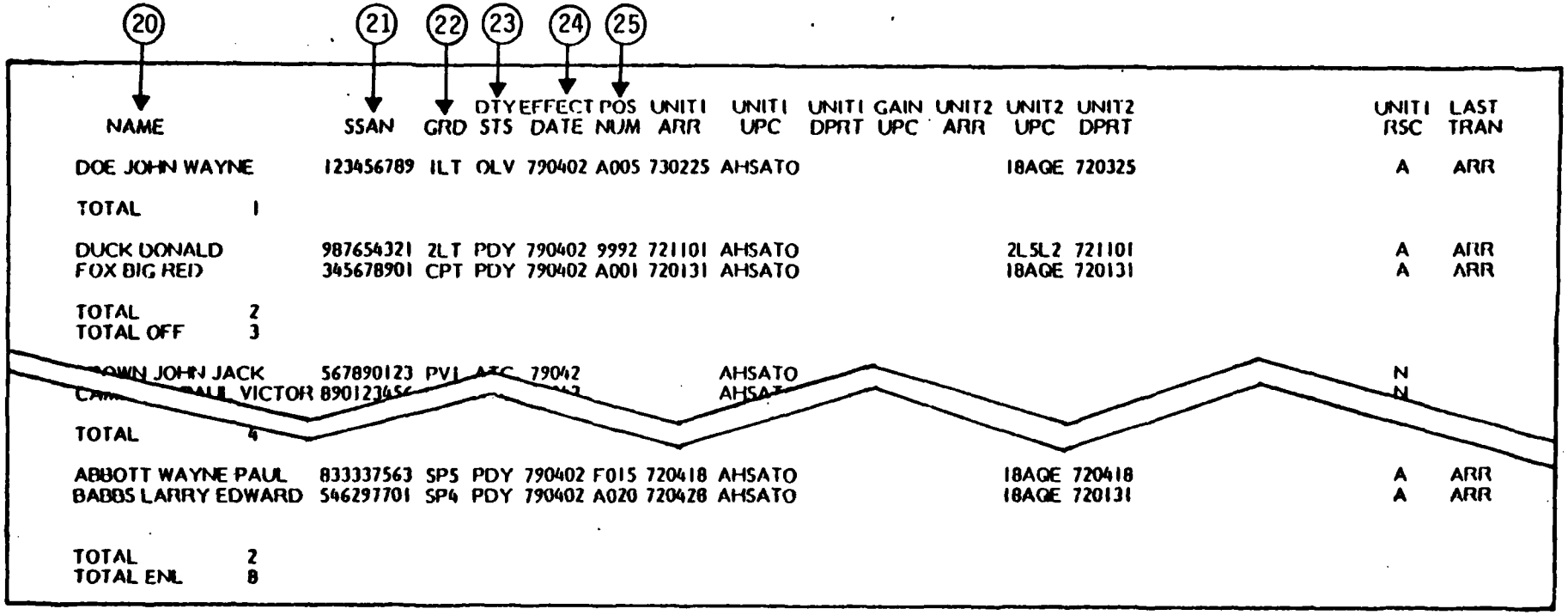


Items 1 through 18 of Part II of the PZB Report are exactly the same as Part I



Item 19 identifies this part of the PZB Report

FIGURE 1: (Continued)
PART II - HEADING



(20) NAME - The name of the soldier: "DOE JOHN WAYNE"

(21) SSAN - The soldier's Social Security Account Number: "123456789

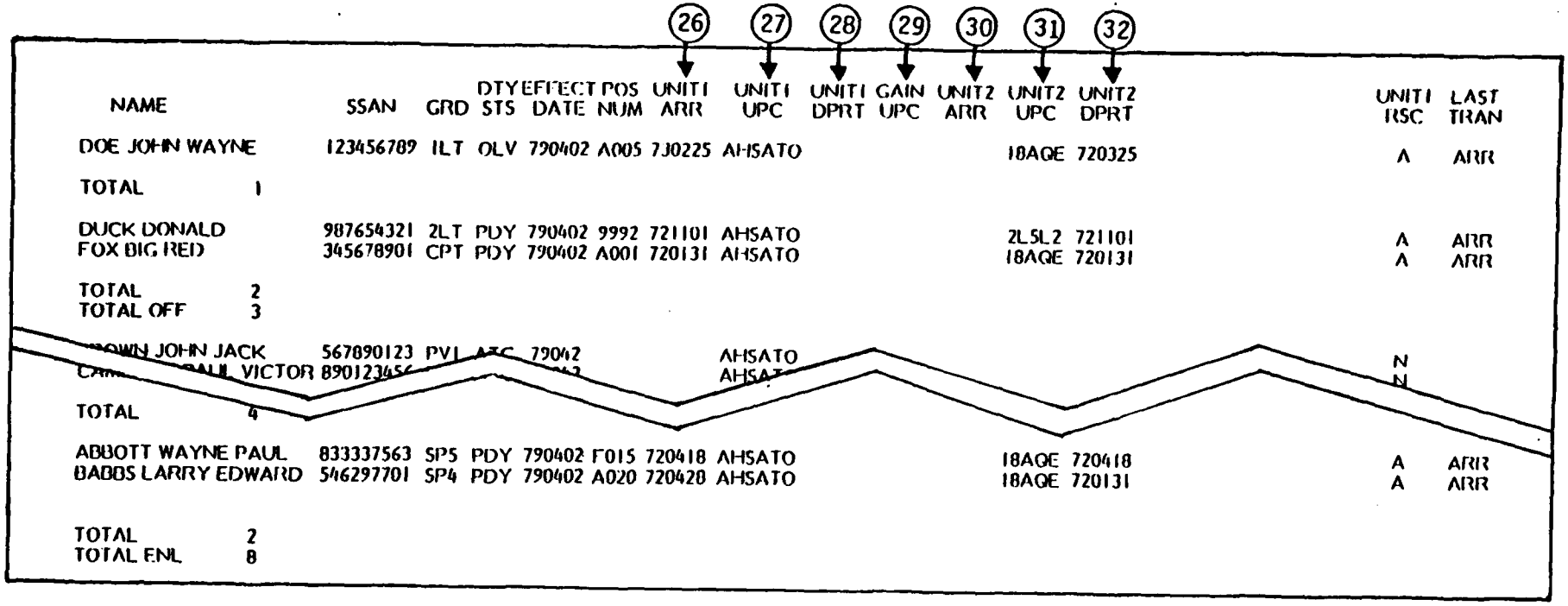
(22) GRD - Soldier's current grade: "ILT"

(23) DTY STS - Duty Status. The condition of the soldier's presence or absence at his/her assigned duty (see Performance Step 1 for definition of these abbreviations): "OLV"

(24) EFFECT DATE - The effective date of the duty status: "79 04 02"

(25) POS NUM - The Position Number to which the soldier is assigned: "A005"

FIGURE 1: (Continued)
PART II



NAME		SSAN	GRD	DTY STS	EFFECT DATE	POS NUM	UNIT1 ARR	UNIT1 UPC	UNIT1 DPRT	GAIN UPC	UNIT2 ARR	UNIT2 UPC	UNIT2 DPRT	UNIT1 RSC	LAST TRAN
DOE JOHN WAYNE		123456789	1LT	OLV	790402	A005	730225	AHSATO				18AQE	720325	A	ARR
TOTAL	1														
DUCK DONALD		987654321	2LT	PDY	790402	9992	721101	AHSATO				2L5L2	721101	A	ARR
FOX BIG RED		345678901	CPT	PDY	790402	A001	720131	AHSATO				18AQE	720131	A	ARR
TOTAL	2														
TOTAL OFF	3														
[illegible]OWN JOHN JACK		567890123	PVT	[illegible]	79042			AHSATO						N	
[illegible] VICTOR		890123456	[illegible]					AHSATO						N	
TOTAL	4														
ABBOTT WAYNE PAUL		833337563	SP5	PDY	790402	F015	720418	AHSATO				18AQE	720418	A	ARR
BABBS LARRY EDWARD		546297701	SP4	PDY	790402	A020	720420	AHSATO				18AQE	720131	A	ARR
TOTAL	2														
TOTAL ENL	8														

(26) UNIT1 ARR - The arrival date of the soldier at the current unit of assignment: "730225"

(27) UNIT1 UPC - Either (1) the current unit of assignment ("AHSATO"); or (2) the last unit of assignment, if the soldier has been reported as departing this SIDPERS (RSC X); or (3) the potential gaining unit, if the soldier is to be assigned from an organizaton outside this SIDPERS (RSCY)

(28) UNIT1 DPRT - The date the soldier was reported as having departed this unit (if applicable)

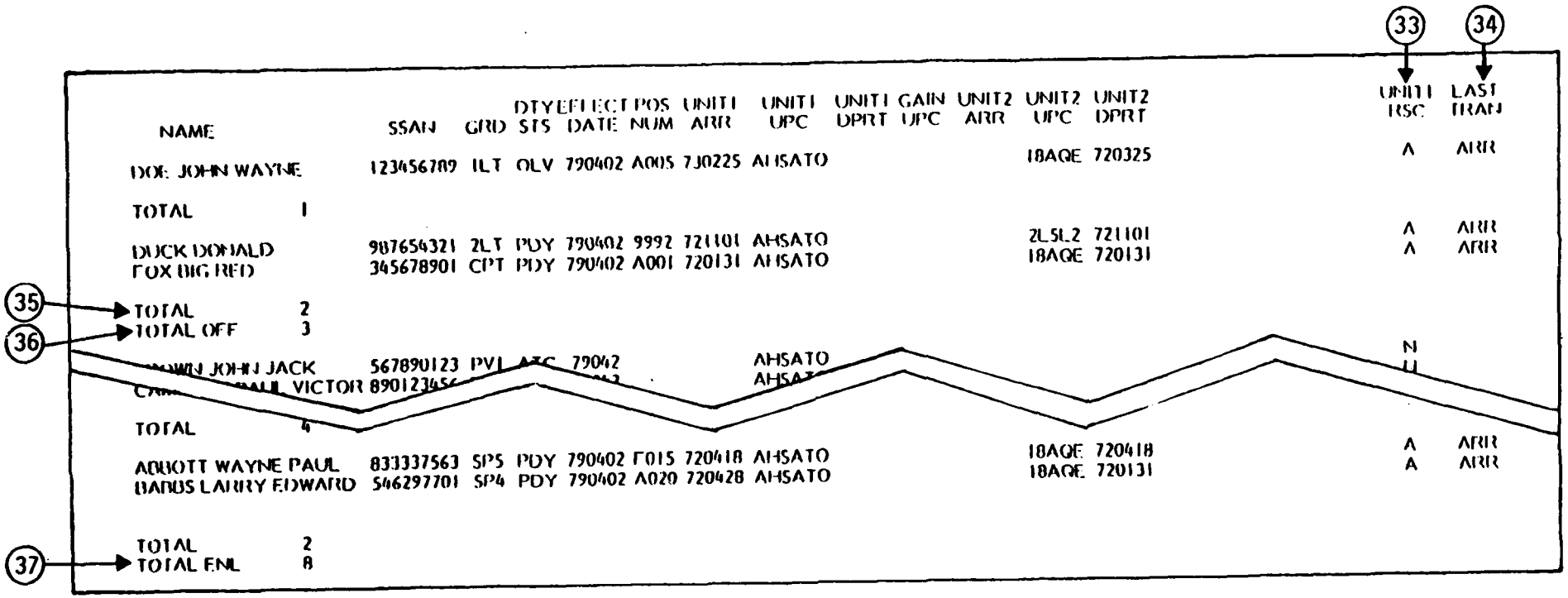
(29) GAIN UPC - Either (1) the gaining UPC of a soldier who was reported as having been reassigned to a unit outside this SIDPERS (RSC X); or (2) the UPC of the soldier's last unit of assignment, if he is being assigned this SIDPERS (RSC Y) (if applicable)

(30) UNIT2 ARR - The soldier's date of arrival at his/her previous unit of assignment within this SIDPERS

(31) UNIT2 UPC - The UPC of the soldier's previous unit of assignment within this SIDPERS

(32) UNIT2 DPRT - The soldier's date of departure from his/her previous unit of assignment within this SIDPERS

FIGURE 1: (Continued)
PART II



(33) UNIT1 RSC - The Record Status Code identifying the general classification of the SIDPERS Personnel file as active ("A") or inactive ("N")

(34) LAST TRAN - Last Transaction. The mnemonic of the last transaction which updated the soldier's unit of assignment: "ARR" (see Procedure 4-7 of DA PAM 600-8-1 for description of mnemonics)

(35) TOTAL - The total number of officers ("2" - DUCK DONALD and FOX BIG RED) within this duty status category ("PDY")

(36) TOTAL OFF - The total number of officers assigned to this unit: "3"

(37) TOTAL ENL - The total number of enlisted personnel assigned to this unit: "8"

FIGURE 1: (Continued)
PART II

PREPARE/REVIEW ACCIDENT REPORT (DA FORM 285)

SUMMARY: Investigate the circumstances surrounding the reported accident, and deter future accidents through preventive measures.

CONSIDERATIONS:

- After an accident occurs, the Accident Report Form is prepared without delay.
- Ensure the required number of copies are prepared in accordance with local procedures.

ACTIONS:

1. Collect relevant information from all persons who were involved and/or witnessed acccident.
2. Prepare DA Form 285 (Accident Report). See sample at Figure 1.
3. Use Table 1 to review DA Form 285 (Accident Report) for accuracy and completeness.

REFERENCES: AR 385-40, Accident Reporting and Records, 1 Sep 80.

ACCIDENT REPORT (AR 385-40)

REPORT TYPE: [X] INITIAL [ ] SUPPLEMENTAL [ ] CORRECTION

FILE IDENTITY (FOR CODER USE): ITEM 4 | ITEM 5 | ITEM 6

REPORTS CONTROL SYMBOL CSOPA-141(R3)

1. THRU: Commanding Officer, Special Troops, Ft Benning, Georgia 31905

2. TO: (Office of Coding) Safety Director, Fort Benning, Ga 31905

3. FROM: (Unit or Activity and Address) 22d Transportation Car Company, Ft Benning, Ga 31905

SECTION A - ACCIDENT IDENTIFICATION

4. COMMAND	5. REPORT NO.	6. TIME AND DATE OF ACCIDENT: a. HOUR	b. DAY OF WEEK	c. DAY	d. MONTH	e. YEAR
Third U S Army, Ft McPherson, Ga 31905	070	0920	Monday	13	Oct	19xx

7. EXACT LOCATION OF ACCIDENT: Burtonwood Drive, 90 feet west of the center of the intersection of Burtonwood Drive and 1st Street, Ft Benning, Georgia.

8. TYPE OF ACCIDENT COVERED BY THIS REPORT (Check one): [ ] a. ARMY AIRCRAFT [X] b. ARMY MOTOR VEHICLE [ ] c. NON-ARMY MOTOR VEHICLE [ ] d. MARINE [ ] e. FIRE [ ] f. OTHER (Specify)

9. THIS ACCIDENT WAS INCIDENT TO OPERATIONS OR ACTIVITIES OF: (Check one) [X] a. ARMY [ ] b. NON-ARMY [ ] c. BOTH ARMY AND NON-ARMY [ ] d. ARMY CONTRACTOR

10. COMPLETE ONLY IF ARMY AIRCRAFT (ies) ARE INVOLVED
a. TYPE OF AIRCRAFT: [ ] FIXED WING [ ] ROTARY WING [ ] OTHER TYPE
b. ACCIDENT WAS: [ ] MAJOR [ ] MINOR (See Section IV, AR 385-40)

SECTION B - PERSONNEL INVOLVED

REP NO	11. NAME (Last-First-Middle Initial), SERVICE NO. (Military personnel) OR SOCIAL SECURITY NO. (Civilian personnel)	12. ADDRESS	13. AGE	14. SEX	15. MILITARY OR CIVILIAN GRADE
1	Baker, David F, 456-98-0927	22d Transportation Car Company, Ft Benning, Ga 31905	21	M	PFC

16. CHECK APPROPRIATE BLOCK TO DENOTE CLASSIFICATION AT THE TIME OF THE ACCIDENT: [X] a. ACTIVE ARMY; b. ARMY RESERVE: [ ] ACTIVE TRAINING [ ] RESERVE TRAINING; [ ] c. ROTC [ ] d. NATIONAL GUARD; [ ] e. ARMY CIVILIAN EMPLOYEE [ ] f. ARMY CONTRACTOR EMPLOYEE g. FOREIGN NATIONAL EMPLOYEE: [ ] DIRECT HIRE [ ] CONTRACT HIRE [ ] h. DEPENDENT [ ] i. OTHER (Specify)

17. WAS THIS PERSON ON DUTY AT THE TIME OF THE ACCIDENT? (Army only) [X] a. YES [ ] b. NO

18. IF ITEM 17 IS "NO," WHICH OF THE FOLLOWING DESCRIBES THE STATUS OF THIS PERSON? [ ] a. ON LEAVE OR PASS [ ] b. AWOL [ ] c. OTHER OFF-DUTY STATUS

19. AT THE TIME OF THE ACCIDENT THIS PERSON WAS: [X] a. ON POST [ ] b. OFF POST [ ] c. PCS TRAVEL [ ] d. TDY

20. IF ON DUTY, HOW MANY HOURS WAS THIS PERSON ON CONTINUOUS DUTY PRIOR TO THE ACCIDENT? 2.5

21. (MILITARY PERSONNEL ONLY) WAS THIS PERSON PERFORMING AN ACT OR ACTS INCIDENT TO TRAINING? (If "Yes," specify type of training) [ ] YES [X] NO

22. WHAT ACTIVITY WAS BEING PERFORMED BY THE INDIVIDUAL AT THE TIME OF THE ACCIDENT? Driving an Army vehicle

23. INDICATE THE SEVERITY OF INJURIES TO THIS PERSON BY CHECKING ONE OF THE FOLLOWING: [ ] a. FATAL; [ ] b. LOST TIME - PERMANENT HANDICAP - MAY NEVER WORK; [ ] c. LOST TIME - PERMANENT HANDICAP - BUT CAN WORK; [X] d. LOST TIME - TEMPORARILY UNABLE TO DO ANY WORK; [ ] e. NO LOST TIME - MAY NOT BE ABLE TO PERFORM REGULAR DUTIES TEMPORARILY; [ ] f. FIRST AID ONLY; [ ] g. NO INJURY; [ ] h. UNKNOWN

24. NO. OF DAYS LOST FROM INJURY (Est)	25. INJURY (Explain, continue in Item 39 if necessary): a. NATURE	b. LOCATION	c. CAUSE
25	Fracture	Right forearm	Struck against windshield

SECTION C - EQUIPMENT OR PROPERTY DAMAGED

LINE NO.	26. IDENTIFY ALL DAMAGED EQUIPMENT OR PROPERTY BY NAME, TYPE, MODEL, ETC. (Use Item 39, if necessary)	27. OWNERSHIP	28. ESTIMATE OF TOTAL DAMAGES (Labor and Parts)
1	Truck, utility, ¼-ton 4x4	Army	$350.00
2	Trailer, pneumatic tool and compression outfit	Army	$150.00
3			

IF ADDITIONAL SPACE IS REQUIRED FOR REPORTING MORE PERSONS, USE CONTINUATION SHEET, DA FORM 285-1.

DA FORM 1 APR 80 285 — REPLACES EDITION OF 1 APR 61, WHICH IS OBSOLETE. EFFECTIVE 1 JULY 1980.

SECTION D - NARRATIVE AND CORRECTIVE ACTION

39. GIVE A WORD PICTURE EXPLAINING THE WHO, WHAT, WHERE, WHEN, WHY AND HOW OF THE ACCIDENT. SUCH ITEMS AS WEATHER, EQUIPMENT, UNSAFE MECHANICAL OR PHYSICAL CONDITION, UNSAFE ACTS, AND UNSAFE PERSONAL FACTORS SHOULD BE INCLUDED (Continue on blank sheets, if necessary)

PFC Baker, while performing his assigned duties as a driver, was proceeding from Post Headquarters to his unit motor pool. A torrential rainfall was reducing visibility to approximately 50 feet. The ¼-ton truck, M151, was being operated without a top and the windshield wipers were inoperative. These factors resulted in obscured vision for the driver. PFC Baker was traveling 25 mph in a 25 mph zone. As he turned the corner from 1st Street to proceed west on Burtonwood Drive, he collided with an air compressor trailer parked in the roadway at a road repair site. Upon impact, he was thrown forward into the windshield. PFC Baker's right forearm was broken when he attempted to cushion the blow with his arm.

Damage to the truck included broken windshield, broken steering wheel, bent frame, broken headlight, crumpled front fender, blown tire, bent wheel and axle, and punctured radiator.

Damage to the compressor included cracked motor block, bent frame, and dented air tank.

40. STATE CORRECTIVE ACTION(S) TAKEN (actual or anticipated) TO PREVENT A SIMILAR ACCIDENT: Driver has been instructed on use of vehicle equipment and reducing speed to compensate for weather conditions. He also has been instructed to insure safety devices (windshield wipers) are in operating condition. A report of survey has been initiated to determine liability for the damage.

41.	a. PRINTED NAME AND TITLE	b. DATE	c. SIGNATURE
PREPARED BY	Leonard M Jones, CPT, TC, Commanding	14 Oct xx	Leonard M. Jones
42. REVIEWED AND APPROVED BY	a. PRINTED NAME AND TITLE	b. DATE	c. SIGNATURE

SECTION E - ACCIDENT ANALYSIS DATA (THIS SECTION TO BE COMPLETED BY CODER)

43. ACCIDENT IS [ ] a. RECORDABLE [ ] b. NONRECORDABLE (Recordable accidents will be forwarded to the appropriate Data Processing Activity for DA Processing) (Nonrecordable accidents may be processed for local use only)

44. DID THE WEATHER HAVE ANYTHING TO DO WITH THE ACCIDENT? [ ] a. YES [ ] b. NO (If "YES," what weather conditions existed?)

45. CHECK THE SUPERVISORY OR MANAGERIAL ACTION THAT MIGHT HAVE BEEN TAKEN TO HELP PREVENT THE ACCIDENT: [ ] a. IMPROVED SUPERVISION [ ] b. USE OF PROPER EQUIPMENT OR MATERIEL [ ] c. BETTER PLANNING [ ] d. MORE OR IMPROVED INSTRUCTION [ ] e. OTHER SUPERVISORY ACTION N.E.C. [ ] f. NONE

46. ENTER THE AGENCY (Tool, material, machine, vehicle, or substance) MOST CLOSELY ASSOCIATED WITH THE ACCIDENT

47. (COMPLETE ONLY IF AN ARMY MOTOR VEHICLE ACCIDENT IS REPORTED) SPECIFY TYPE OF VEHICLE COLLISION

48. WERE THERE ANY UNSAFE MECHANICAL OR PHYSICAL CONDITIONS ASSOCIATED WITH THE ACCIDENT? [ ] a. YES [ ] b. NO (If "Yes," list the primary condition)

49. WERE THERE ANY UNSAFE ACTS COMMITTED BY THE PERSON IDENTIFIED IN SEC B, REP NO. 1? [ ] a. YES [ ] b. NO (If "Yes," identify the unsafe act) ACT:

50. WERE THERE ANY UNSAFE PERSONAL FACTORS ASSOCIATED WITH THE PERSON IDENTIFIED IN SEC B, REP NO. 1? [ ] a. YES [ ] b. NO (If "Yes," identify the personal factor) FACTOR:

51.	a. PRINTED NAME AND TITLE	b. DATE	c. SIGNATURE
ANALYZED BY			
52. REVIEWED AND APPROVED BY	a. PRINTED NAME AND TITLE	b. DATE	c. SIGNATURE

2

FIGURE 1: SAMPLE ACCIDENT REPORT

Block Number	Information Required	Remarks
Top	Type of report	Initial - the first report submitted.
		Supplemental - submitted after initial report to provide additional data.
		Correction - submitted to change data previously submitted.
Top	File identity	Leave blank.
1 2 3	THRU: address TO: address FROM: address	Mailing address (including Zip Code)

SECTION A: ACCIDENT IDENTIFICATION

4	Command	Address of the Army organization having reporting responsibility.
5	Report number	The first report of the fiscal year is given the number "1." Each following report is numbered in sequence.
6	Time and date of accident	
7	Exact location of accident	Include name of street, town, etc., to indicate location.
8	Type of accident	Check appropriate block.
9	This accident was incident to operations or activities of:	Check appropriate block.
10	Aircraft information	Complete if 8a is checked.

SECTION B: PERSONNEL INVOLVED

Block Number	Information Required	Remarks
11	Name and SSN of involved person	If more than one person is involved, also use DA Form 285-1.
12	Address	Army personnel or employee: business address
13	Age	
14	Sex	
15	Military or civilian grade	
16	Classification of involved person	Check appropriate block.
17	Duty status (Army personnel)	
18	Off-duty status	If answer to item 17 is "no."
19	Location of person at time of accident	
20	Number of hours on duty before accident	If answer to item 17 is "yes."
21	Is accident training related?	If "yes," describe the type of training.
22	Activity being performed at time of accident	What the person was doing when the accident occurred.
23	Severity of injury	Check appropriate block.
24	Number of days lost from injury	An estimate made by medical personnel or commanders.
25	Injury:	
	a. Nature	Nature: medical description of injury.
	b. Location	Location: location on body.
	c. Cause	Cause: event which led to injury.

TABLE 1: DA FORM 285, ACCIDENT REPORT

SECTION C: EQUIPMENT OR PROPERTY DAMAGED

Block Number	Information Required	Remarks
26	Description of damaged equipment/ property	Name, type, model, etc. Use DA Form 285-1 if more spaces are necessary.
27	Owner of equipment/property	Refer to reverse side of DA Form 285 for category
28	Estimate of damage	

SECTION D: NARRATIVE AND CORRECTIVE ACTION

29	Detailed description of events surrounding the accident.	Who, what, when, where, why, and how.
30	Measures taken to prevent similar accidents in the future	
31	Name and signature of person completing the form	
32	Name and signature of Unit Commander	

NOTE: Section E will be completed by a qualifed safety official and reviewed by his/her commander.

TABLE 1: (Continued)

PREPARE REVIEW REPLIES TO LETTERS OF INDEBTEDNESS

SUMMARY: Prepare or review replies to creditors pertaining to complaints of indebtedness.

CONSIDERATIONS:

- Creditor's request for assistance must be in compliance with Federal and State laws.
- Requirements may vary from state to state.
- Consult the Staff Judge Advocate (SJA) office, if needed.

ACTIONS:

1. If soldier acknowledges the debt, see Figure 1 for a sample reply.
2. If you are unable to assist the creditor, see Figure 2 for a sample reply.
3. If request for assistance does not have the documents required by law, see Figure 3 for a sample reply.

REFERENCES: AR 600-15, Indebtedness of Military Personnel, 15 Nov 79.

PREPARE REVIEW REPLIES TO LETTERS OF INDEBTEDNESS

DEPARTMENT OF THE ARMY
(Organization Heading)

(Name and Address of Complainant)

Dear _____:

Upon receipt of your letter of (date), I interviewed (Rank and Name) on (date). (He or she) acknowledges the debt. The abbreviated reply checked below outlines (his or her) intention regarding payment or settlement.

1. ( ) The debt will be paid in full on (date).

2. ( ) Enclosed is a (check or money order) for $_____.

3. ( ) The debt will be paid in monthly installments, including all arrearages. Enclosed is the first payment of $_____. You should receive monthly payments of $_____ not later than the (number) of each month.

4. ( ) The debt will be paid in monthly installments, including all arrearages. First payment will be made on (date). You should receive monthly payments in the amount of $_____ not later then the (number) of each month.

5. ( ) (Rank and Name) is unable to pay the debt in full at this time, but will pay $_____ per month until the debt is settled. Enclosed is the first payment. You should receive the monthly payments not later than the (number) of each month.

6. ( ) Other:

I trust this information is of assistance to you.

Sincerely,

A.B. Cee
Captain, Inf
Commanding

FIGURE 1: SAMPLE REPLY TO CREDITOR

PREPARE REVIEW REPLIES TO LETTERS OF INDEBTEDNESS

DEPARTMENT OF THE ARMY
(Organization Heading)

(Name and Address of Complainant)

Dear _____:

This is in reply to your letter of (date). I am unable to assist you for the following reasons:

1. ( ) The information furnished is insufficient to identify the individual. If you can give me (his or her) full name, social security number, or date and place of birth, I will try to assist you. When sending the needed information, return this letter and all enclosures.

2. ( ) (Rank and Name) is (on leave or temporary duty, or in the hospital), and is expected to return on or about (date). Upon return, I will interview (him or her) concerning this alleged indebtedness or financial obligation, and will write you regarding the outcome of the interview.

3. ( ) (Rank and Name) has been reassigned and your letter has been forwarded to (his or her) present commander for appropriate action and direct reply to you. (His or her) new address is (name of unit or major command).

4. ( ) This command has no record of (Rank and Name). You may obtain (his or her) current military address by writing to commander, U.S. Army Enlisted Records and Evaluation Center (USAEREC), Fort Benjamin Harrison, Indiana, 46249. Enclose a check or money order for $2.40 payable to the Treasurer of the United States. Include the member's full name, rank, social security number, or the date and place of birth, if social security number is not known.

5. ( ) (Rank and Name) states that the debt was settled or account brought up to date on (date). I have personally verified the (canceled check, money order, or receipt) presented by (him or her).

6. ( ) (Rank and Name) (denies the obligation or disputes the amount of the debt.) The Department of the Army has no legal authority to require members to pay their private debts. Therefore, your only course of action is to seek the help of the civil courts to resolve this matter.

7. ( ) I am unable to assist you until you provide me with the (Current Balance, Record of Payment, or other).

8. ( ) Other:

I regret that I cannot be of assistance at this time.

Sincerely,

A.B. Cee
Captain, Inf
Commanding

FIGURE 2: SAMPLE REPLY TO CREDITOR

PREPARE REVIEW REPLIES TO LETTERS OF INDEBTEDNESS

DEPARTMENT OF THE ARMY
(Organization Heading)

(Name and Address of Complainant)

Dear _____:

This is in reply to your request for assistance regarding the alleged indebtedness of (Rank and Name).

It is the policy of the Department of the Army to assist in the collection of indebtedness only after there has been compliance by the creditor with the Federal Reserve Board's Regulation Z (12 CFR 226). This law is emphatic in its specifications, and in all fairness to the consumer as well as the creditor, the Department of the Amy must be sure that all phases of the law governing indebtedness have been executed. A copy of the actual contract, bearing the debtor's signature, together with copies of any correspondence between the creditor and the debtor must be included. Also, a Certificate of Compliance with the Standards of Fairness and Full Disclosure must be included with each request for assistance.

Accordingly, your correspondence is being returned for the documentation listed above. Upon receipt of the documents required by law, I will be happy to assist you. Please return all the attached documents with your reply.

Sincerely,

A.B. Cee
Captain, Inf
Commanding

FIGURE 3: SAMPLE REPLY TO CREDITOR

PLAN AND MONITOR UNIT PHYSICAL FITNESS PROGRAM

SUMMARY: Plan and monitor unit physical fitness program.

CONSIDERATIONS:

- Availability of exercise areas may govern the selection of activities and type of program that can be adequately supported.
- Availability of facilities (i.e., gyms, swimming pool, obstacle course, football and softball fields).
- Availability of instructors who can instruct and direct the scheduled activity.
- Time required per week to accomplish the program.

ACTIONS:

1. Select the program(s) appropriate to your unit.
   - Preparatory Program
     - o Newly assigned officers, NCOs, and enlisted members.
     - o Soldiers placed on light duty by medical authorities.
   - Conditioning Program
     - o Soldiers with passing scores on APRT (average scores).
   - Maintenance Program
     - o Soldiers in exceptional physical condition (scored very high in all APRT events).
   - Remedial Program
     - o Soldiers who are overweight or underweight.
     - o Soldiers who have failed one or more events on the APRT.
     - o Soldiers who are on temporary/permanent profiles.
     - o Soldiers who have displayed poor attitudes.

- Age 40 and Over Physical Fitness Program

  - o Place soldiers 40 and over in a separate workout group.

  - o Schedule the time and place and activity for workout.

  - o Have each individual perform the activity at his or her own pace.

  - o Monitor program.

2. Monitor program using principles of Physical Readiness.

   - Progression. In the beginning stages, the load must be moderate. Gradual progression from this low state physical readiness to a higher state.

   - Overload. To reach the desired level of physical condition, the physical load must be increased as strength and endurance increase.

   - Balance. An effective program utilizes various types of activities and provides for development of strength, endurance, flexibility, and coordination, as well as basic physical skills.

   - Variety. Some programs fail because the routine becomes boring. The most successful programs include conditioning activities, competitive events, and military physical skills development (see Figure 1).

   - Regularity. There is no easy or occasional way to develop physical readiness. Regularity of exercise is a must. Daily exercise is preferred.

3. Evaluate physical readiness (APFT).

   - Physical Fitness Test will be administered semi-annually.

   - Two tests constitute the Army Physical Readiness Test (APRT).

     - o Army Physical Readiness, test age 17 to 39.

     - o Army Physical Readiness, test age 40 to 60.

PLAN AND MONITOR UNIT PHYSICAL FITNESS PROGRAM

- Test events, age 17 to 39:
  - o Pushup
  - o Situp
  - o 2-mile run
- Combat Standards:
  - o Soldiers must attain a score of 60 points on each test event and have a cumulative score of 180 points.
  - o The current Physical Readiness Test Scorecard (DA Form 705-R) will be used to record the scores.
- Test events, age 40 to 60 (see Table 1):
  - o No soldier will be tested unless he or she has gone through the prescribed medical screening (AR 600-9).
  - o No soldier will be tested until he or she has participated in a regular physical readiness training program for at least 3 months.
  - o The test will be scored on a GO/NO GO basis, with attainment of the required raw score as the criterion for passing each event.
  - o The current physical readiness test scorecard (DA Form 705-R) will be used to record the scores.

REFERENCES: AR 350-15, The Army Physical Fitness Program, 15 July 82.

FM 21-20, Physical Readiness Training, 31 Oct 80.

PLAN AND MONITOR UNIT PHYSICAL FITNESS PROGRAM

DAY	TOTAL TIME	TIME PER ACTIVITY	ACTIVITIES	REMARKS
Monday	45 minutes	15 minutes	Rifle Drill	Progressive Activities
		15 minutes	Combatives Table 1	
		15 minutes	Running Table 2	
Tuesday	15 minutes	15 minutes	Guerrilla Exercises Table	Single Activity
Wednesday	50 minutes	50 minutes	Volleyball	Single Activity
Thursday	15 minutes	15 minutes	Circuit-Interval Course	Single Activity
Friday	45 minutes	15 minutes	Fixed Strength Circuit	Rotating Activities
		15 minutes	Conditioning Drill One	
		15 minutes	Running Table 2	
NOTE: Time allotted is actual execution time only. Additional time must be allotted for preparation and movement of troops, etc.				

FIGURE 1: EXAMPLE SCHEDULE OF DAILY PHYSICAL TRAINING ACTIVITY

	MALES			FEMALES		
Age Groups	Pushup	Situp	2-Mile Run	Pushup	Situp	2-Mile Run
40-45	20	25	20:00	10	15	26:00
46-50	20	25	21:00	10	15	27:00
51-55	15	20	22:00	8	10	28:00
56-60	15	20	23:00	8	10	29:00

TABLE 1: TEST EVENTS AGE 40 TO 60

UNIT MAINTENANCE MANAGEMENT PROGRAM

SUMMARY: Develop and monitor the Unit Maintenance Mangement Program.

CONSIDERATIONS:

- Organizational Maintenance
  - o Who: -- Using unit
  - o Where: -- Equipment location
    -- Organization maintenance shops
  - o What: -- Preventive maintenance services
    -- Inspections
    -- Lubrication and cleaning
    -- Preserving
    -- Tightening
    -- Minor adjustment
    -- Replacement of components and assemblies
    -- Replacement of piece parts
    -- Evacuation of unserviceables
  - o How: -- Diagnosis and isolation of malfunctions
    -- Use of built-in test equipment, simple go/no go indicators, installed instrumentation, and external diagnostic/fault isolation devices
  - o Why: -- Sustain materiel readiness

ACTIONS:

1. Use Figure 1 as a guide to develop the unit maintenance management program.
2. Use Figure 2 as a guide to monitor the unit maintenance management program.

REFERENCES: FM 43-1 (Test), Organizational Maintenance Manager's Guide, 10 OCT 80.

DA PAM 750-1, Organizational Maintenance Guide for Leaders, 10 DEC 82.

UNIT MAINTENANCE MANAGEMENT PROGRAM

FUNCTIONS	FACTORS TO CONSIDER
1. Planning	a. Identify type and quantity of equipment in the unit. b. Outline maintenance objectives. c. Check available resources against maintenance objectives. d. Balance maintenance requirements against available resources.
2. Organizing	a. Outline activities required to accomplish maintenance objectives. b. Sub-divide broad activities into manageable groups of tasks. c. Determine the extent of direction necessary to accomplish maintenance standards. d. Emphasize the importance of cohesion, flexibility, and efficiency.
3. Directing	a. Assign tasks and responsibilities to sub-units of Company/Troop/Battery. b. Issue timely instructions. c. Ensure instructions are properly understood. d. Supervise execution of instructions. e. Be available for consultation and guidance.

FIGURE 1: COMPONENTS OF UNIT MAINTENANCE MANAGEMENT PROCESS

UNIT MAINTENANCE MANAGEMENT PROGRAM

FUNCTIONS	FACTORS TO CONSIDER
4. Coordinating	a. Promote cooperation and mutual understanding between sub-units of the Company/Troop/Battery. b. Keep personnel informed as to the overall objectives of the maintenance program. c. Encourage communication between sub-units of the Company/Troop/Battery. d. Synchronize maintenance activities with other requirements of the unit.
5. Controlling	a. Keep necessary actions oriented toward accomplishing maintenance objectives. b. Compare actual results against maintenance standards. c. If necessary, take corrective actions to bring performance up to standards. d. Feed information back into the planning function. e. Make necessary adjustments to the maintenance management process.

FIGURE 1: (Continued)

UNIT MAINTENANCE MANAGEMENT PROGRAM

Elements	FACTORS TO CONSIDER
1. Personnel	a. Are they trained for the tasks they must perform? b. Are they qualified to perform required jobs? c. Are they used in an effective and efficient manner? d. Are leaders and supervisors knowledgeable of their maintenance responsibilities? e. Do all leaders and supervisors participate in maintenance activities?
2. Tools	a. Does unit have the correct type and quantity to perform required maintenance? b. Are they used to perform the job they were designed to perform? c. Are they correctly maintained?
3. Facilities	a. Are they adequate to handle the workload? b. Does the layout promote efficiency?
4. Publications	a. Does unit have correct type and quantity? b. Are they used?
5. Records	a. Are maintenance standard operating procedures (SOP) current and implemented? b. Are all maintenance records correctly maintained?
6. External Support	a. Does unit get assistance from Maintenance Assistance and Instruction Team (MAIT)? b. Does unit get assistance from local DARCOM Logistic Assistance Office (LAO)?

FIGURE 2: COMPONENTS OF UNIT MAINTENANCE PROGRAM

INITIATE FAMILY CARE PLAN

SUMMARY: Initiate dependent care plan for sole parents and married couples.

CONSIDERATIONS: Dependent care plans are required for:

- Army members who are married to other service members and have:
  - o Minor dependents (under age 18)
  - o Handicapped dependents (regardless of age)
- Sole parents or sole guardians who have:
  - o Minor dependents (under age 18)
  - o Handicapped dependents (regardless of age)

ACTIONS:

1. Counsel individual (see checklist at Figure 1).
2. Have individual complete the Dependent Care Plan (see Figure 2).
3. Attach privacy act statement to the Dependent Care Plan (see Figure 3).
4. Verify Approved Dependent Care Plans:
   - Annually during the soldier's birth month
   - Upon reenlistment
   - During in-processing when reporting to a new unit

REFERENCES: AR 600-20, Army Command Policy and Procedures, 15 Oct 80.

DA PAM 600-8, Military Personnel Office Management and Administrative Procedures, 1 Mar 82.

INITIATE FAMILY CARE PLAN

GRADE	NAME (Last, First, Middle Initial)	SSN

Privacy Act of 1974. Army directives require military personnel to be counseled regarding their responsibility to make arrangements for the care and welfare of their dependent(s) in the event they are required to perform duties that will preclude them from providing such care. During the course of this counseling you will be asked to provide certain personal information. The purpose for requesting this information is to assist you in planning to meet your responsibilities to your dependent(s) and to the military, and to determine if there is anything that the Army can do to assist you in meeting these responsibilities. You are not required to provide personal information. If you choose not to provide personal information, however, I may not be able to effectively assist you. No use of the information will be made outside of DoD. My authority for requesting this information is 10 U.S.C. 3012.

You are required to be counseled regarding the following subjects:

___ 1. The necessity for careful planning regarding care of dependent(s) without sacrificing your military responsibilities. The following points must be considered:

   a. Who will care for dependent(s) during duty hours, alerts, field duty, roster duty, and periods of TDY?

   b. Is there adequate housing for your dependent(s) and is it accessible to your duty location?

   c. Financial obligations that will accrue for such things as child care, housing, transportation, and emergency needs and how these obligations will be met.

___ 2. Services provided by the local Army Community Services regarding financial planning. See Chapter 4, AR 608-1.

___ 3. Policies governing entitlements to assignment of Government quarters. See Chapter 10, AR 210-50.

___ 4. Policies governing entitlements to Basic Allowance for Subsistence, application procedures, and payment. See Chapter 1, part 3, AR 37-104-3, and Chapter 1, part 3, DoD Military Pay and Allowances Entitlements Manual.

___ 5. Provisions for applying for concurrent travel of dependent(s) when alerted for oversea movement. Approved joint domicile applications do not constitute authority to move dependent(s) to the oversea command at Government expense. Application for dependent travel must be made in accordance with AR 55-46.

___ 6. The entitlement to Government paid transportation of dependent(s) to the next permanent duty station. See Chapter 9, AR 37-106, and Chapter 8, volume 1, Joint Travel Regulations. Transportation allowances for dependent movement will be paid under the following conditions:

   a. If traveling in a PCS status between CONUS permanent duty stations. (Dependents are not authorized to move to or from TDY stations at Government expense.)

   b. If traveling to, from, or between oversea duty stations in PCS status providing tour length requirements have been satisfied. See Section III, Chapter 1, AR 55-46, regarding your length requirements to qualify for dependent movement to, from, or between oversea areas.

FIGURE 1: DEPENDENT COUNSELING CHECKLIST

INITIATE FAMILY CARE PLAN

___ 7. The status of "individually sponsored dependents" in the oversea command. See paragraph 1-17, AR 55-46.

___ 8. Eligibility requirements for shipment of household goods to next permanent duty station at Government expense. See Chapter 4, AR 55-71 and Chapter 8, Volume 1, Joint Travel Regulations.

___ 9. Policies governing reassignment eligibility. All soldiers are expected to serve their fair share of CONUS and oversea tours. The primary needs of the service provide the basis for selecting a soldier for reassignment. See paragraph 1-4, AR 614-30 and paragraph 1-4b, AR 614-200.

___ 10. Policies governing deletion or deferment from assignment instructions because of personal reasons. See Chapter 3, AR 614-30 and Chapter 3, AR 614-200.

___ 11. The content and requirements of Dependent Care Plan and the time frames for processing the plan. The plan must be submitted early enough so that all commanders in the chain of command may review it and make final disposition within 6 months of the date of counseling.

___ 12. The provisions of paragraph 1-34c and 1-34d(14), AR 601-280 regarding bars to reenlistment for failure to provide an adequate Dependent Care Plan or for failure to properly manage family affairs.

___ 13. Provisions governing involuntary separation from service for inability to perform prescribed duties, repetitive absenteeism, or nonavailability, when directed, for worldwide assignment or unit deployment because you cannot arrange for the care of dependent(s) during your absence. See paragraph 5-34, AR 635-200.

_____
(Signature of Counselor) (Date)

STATEMENT OF COUNSELING

I affirm that I have been counseled on all items of the Dependent Counseling Checklist and that I understand my responsibilities. I further understand that if I do not provide an adequate Dependent Care Plan I will be barred from reenlisting for further service.

_____
(Signature of Member) (Date)

DISTRIBUTION:

1 copy MPRJ
1 copy indiv
1 copy unit file
1 copy approving auth

FIGURE 1: (Continued)

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

S: 1 Aug 19__

REFERENCE OR OFFICE SYMBOL	SUBJECT
RCWV-X	Dependent Care Plan

TO PFC John J. Jones
000-00-0000
3d Platoon

FROM Commander
Co 3, 1st Inf Bn

DATE 1 May 19__ CMT 1
CPT Smith/jj/607-6666

Request that you complete, date, and sign all copies of Comment 2 and the enclosed Dependent Care Plan form. Return the original and 2 copies of all documents to this office not later than (3 months after the date of counseling).

2 Incl
1. Dependent Care Plan
2. Counseling Checklist

BENNIE J. SMITH
Captain, Inf
Commanding

RXWVP-3P (1 Jan__)

TO Commander
Co B, 1st Inf Bn

FROM PFC John J. Jones
3d Platoon

DATE 1 August 19__ CMF 2

__My Dependent Care Plan has been completed as directed and is inclosed.

__I am unable to make the arrangements as required by the inclosed Dependent Care Plan form.

1 Incl
wd incl 1

JOHN J. JONES
000-00-0000
3d Platoon

RCWV-X (1 Jan__)

TO Commander
1st Inf Bn

FROM Commander
Co B, 1st Inf Bn

DATE 5 August 19__ CMF 3
CPT Smith/jj/607-6666

___Recommend approval ___Recommend disapproval

1 Incl
nc

BENNIE J. SMITH
Captain, Inf
Commanding

DA FORM 1 FEB 62 2496 REPLACES DD FORM 96, WHICH IS OBSOLETE. ☆ U.S. G.P.O. 1976-665697/1018

FIGURE 2: DEPENDENT CARE PLAN

INITIATE FAMILY CARE PLAN

1. I affirm that I have made arrangements and will maintain arrangements for the care of my dependent(s) under the following circumstances:

   Duty hours Exercises
   Alerts TDY
   Other duty requirements beyond duty hours (e.g., CQ and guard)

I understand that it is my responsibility to report for duty as required, without my dependents.

_____
(Initials)

2. Under the following circumstances, the designated person(s) will care for my dependent(s).

   If assigned overseas (unaccompanied or concurrent travel not authorized for dependents). See note 1.

_____ _____
(Dependent(s) in care of) (Address)

   If deployed overseas on short notice. See note 1.

_____ _____
(Dependent(s) in care of) (Address)

   If evacuation becomes necessary, I have appointed an escort to accompany my dependents. See note 2.

_____ _____
(Dependent(s) in care of) (Address)

   If dependents are evacuated by escort, I have appointed a person to assume control after arrival at designation. See note 2.

_____ _____
(Dependent(s) in care of) (Address)

3. I have provided power of attorney and medical release to each of the persons named in paragraph 2 above.

_____
(Initials)

FIGURE 2: (Continued)

INITIATE FAMILY CARE PLAN

4. I understand that I am subject to deployment on short notice and that I will be guaranteed no special privileges based on my dependent(s).

_____
(Initials)

5. I understand that nonavailability when directed for worldwide assignment and unit deployment may constitute grounds for separation from the service.

_____
(Initials)

6. I understand that if these arrangements for the care of my dependents fail to work, this would not be a valid excuse for absence from prescribed duties, unit deployment, or reassignment.

_____
(Initials)

7. I understand that it is my responsibility to revise this plan if circumstances change which require a change in dependent care arrangements, to revise or verify it yearly at a minimum, and to revise or verify it upon extension of enlistment or upon reassignment.

_____
(Initials)

8. I understand that that I may be subject to action pursuant to the Uniform Code of Military Justice if the facts reflected in this statement are not accurate.

_____
(Initials)

_____
(Signature of Member)

I have read my spouse's plan and concur. My Dependent Care Plan reflects the same arrangements for the care of our dependents.

_____ _____
(Typed Name of Spouse) (Signature of Spouse)

_____
(Social Security Number of Spouse)

FIGURE 2: (Continued)

INITIATE FAMILY CARE PLAN

Statement(s) of designated guardians(s);

(The statements below may be signed by 4 different people or they may all be signed by the same person, as applicable.)

I have agreed to accept responsibility for the dependent(s) of _____ if he/she is assigned overseas and cannot be accompanied by dependent(s).

_____

(Signature)

I have agreed to accept responsibility for the dependent(s) of _____ if he/she is deployed overseas on short notice.

_____

(Signature)

I have agreed to accept responsibility for accompanying the dependent(s) of _____ as an escort, if evacuation from an oversea area becomes necessary.

_____

(Signature)

I have agreed to accept responsibility for the dependent(s) of _____ after they have arrived at their destination, if evacuation from an oversea area becomes necessary.

_____

(Signature)

Note 1: For those personnel already overseas complete these items. The next assignment may be to another oversea area.

Note 2: For personnel assigned in CONUS, enter NA. These items must be completed upon arrival in the oversea command.

FIGURE 2: (Continued)

INITIATE FAMILY CARE PLAN

Privacy Act of 1974. A privacy act statement is required on all dependent care plans. A statement essentially as follows fulfills the requirement.

"DATA REQUIRED BY THE PRIVACY ACT--
AUTHORITY: TITLE 10, USC 3012, 8012, AND 5031.

PRINCIPAL PURPOSE(S): TO DOCUMENT SOLDIER'S CONTINGENCY PLANS FOR THE CARE AND WELFARE OF DEPENDENTS IN THE EVENT OF FAMILY SEPARATION BECAUSE OF MILITARY REQUIREMENTS.

ROUTINE USES:

1. TO PROVIDE COMMANDERS WHO HAVE SPECIAL OR GENERAL COURT-MARTIAL AUTHORITY, AS APPROPRIATE, WITH THE DATA REQUIRED TO MAKE DISPOSITION OF DEPENDENT CARE PLANS.

2. TO PROVIDE THE APPROPRIATE COMMANDER WITH A DOCUMENT TO REFER TO FOR INFORMATION WHEN THERE IS A CONFLICT BETWEEN SOLDIER'S RESPONSIBILITIES TO THE MILITARY AND SOLDIER'S RESPONSIBILITIES FOR THE CARE AND WELFARE OF DEPENDENTS.

3. TO ENSURE AS FAR AS POSSIBLE THAT DEPENDENTS ARE ADEQUATELY PROVIDED FOR WHILE SOLDIER IS PERFORMING REQUIRED DUTIES OR DURING FAMILY SEPARATIONS.

DISCLOSURE OF REQUESTED INFORMATION IS VOLUNTARY. HOWEVER, IF NOT PROVIDED, THE SOLDIER WILL BE BARRED FROM REENLISTING FOR FURTHER SERVICE."

FIGURE 3: PRIVACY ACT STATEMENT

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM (ADAPCP)

SUMMARY: Establish and monitor unit program on alcohol and drug abuse.

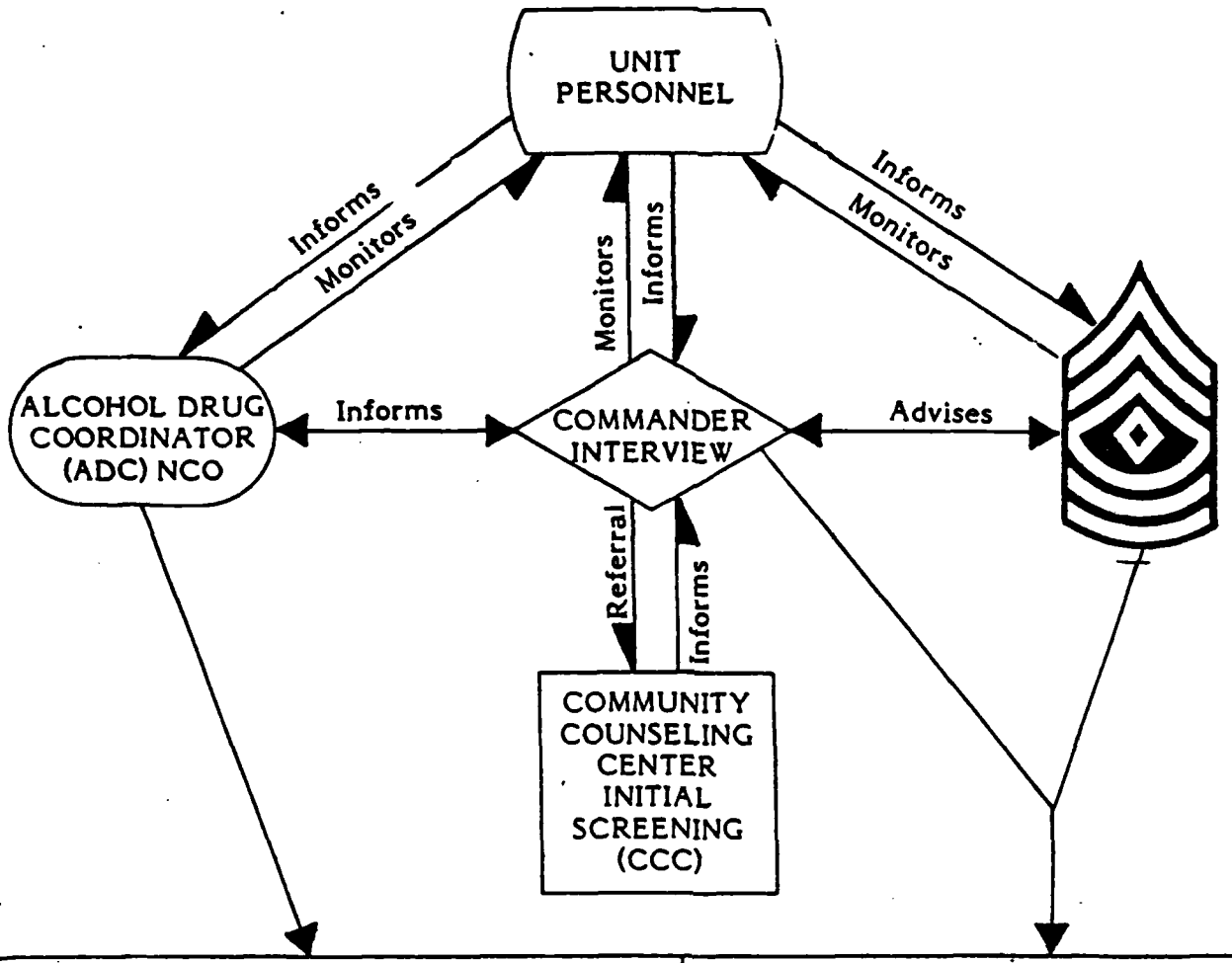
CONSIDERATIONS: The objectives of the Alcohol and Drug Abuse Program are:

- Prevention and education
- Method of identification
- Interviewing and referral
- Rehabilitation.

ACTIONS: Use accompanying chart as a guide to establish and monitor the unit Alcohol and Drug Abuse Program.

REFERENCES: AR 600-85, Alcohol and Drug Abuse Prevention and Control Program, 1 DEC 81.

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM (ADAPCP)



RESPONSIBILITIES	RESPONSIBILITIES
1. Develop, coordinate, and/or deliver informed preventive education and training within the unit. 2. Assist with in-briefing all new personnel regarding Army policy related to alcohol and other drug abuse and functions and services designed to combat alcohol and other drug abuse. 3. Coordinate the urinalysis testing program. 4. Keep the commander informed of the status of the ADAPCP and of the trends in alcohol and other drug abuse in the unit. 5. Maintain liaison with the servicing CCC (or medical unit in combat). 6. Perform other administrative functions related to the ADAPCP.	1. Deter alcohol and other drug abuse. 2. Ensure that effective alcohol and drug abuse prevention education is provided at all levels. 3. Ensure that adequate resources and facilities are provided to successfully and effectively accomplish the ADAPCP mission. 4. Identify alcohol and other drug abusers as early as possible. 5. Interview them and inform them of the evidence. 6. Advise them of their rights under Article 31 UCMJ. 7. Explain the provisions of the exemption policy. 8. Restore both military and civilian employee alcohol and other drug abusers to effective duty. Or, identify rehabilitation failures for separation from Government services. 9. Provide for program evaluation.

ESTABLISH AND MONITOR UNIT NBC PROGRAM

SUMMARY: Establish and monitor a unit NBC program.

CONSIDERATIONS: Objectives of a sound unit NBC program are:

- To fight and win in an NBC environment.
- To reduce the impact of enemy employment of NBC weapons.
- To successfully conduct sustained combat operations under NBC conditions.

ACTIONS:

1. Establish and organize the unit NBC program (see Figure 1).
2. Monitor the unit NBC program (see Figure 2).

REFERENCES: FM 21-40, NBC (Nuclear, Biological, and Chemical Defense), OCT 77.

ESTABLISH AND MONITOR UNIT NBC PROGRAM

UNIT PERSONNEL	DUTIES
A. Commanders	1. Appoint, organize, and train NBC defense team/personnel IAW regulations. • One school-trained officer and two school-trained NCOs. (One NCO will serve as the NCOIC of the decontamination team, as well as assist the officer and other NCOs in the performance of their duties.) • Two survey monitoring teams for each detector kit, radiac meters, radiac sets, and other detection devices. (One team will be designated primary and the other alternate.) • One decontamination team, consisting of one school-trained NBC defense team NCO designated as NCOIC, one or more of the survey/monitoring teams, and as a minimum, six other enlisted personnel. 2. Ensure authorized amounts of NBC defense equipment are on hand and used regularly in training. 3. Develop a program for integration of NBC defense training into mission training. 4. Develop a method for evaluation of individual, and unit proficiency during mission training in a simulated NBC environment. 5. Develop a unit NBC SOP IAW regulations.
B. Unit NBC Defense Officers and NCOs	1. Coordinate the unit's NBC defense activities. 2. Prepare and present NBC defense instruction to achieve the standards of proficiency for the unit and the individuals of the unit. 3. Provide technical assistance to their Commanders on NBC defense training and operations.

FIGURE 1: ELEMENTS OF UNIT NBC PROGRAM

ESTABLISH AND MONITOR UNIT NBC PROGRAM

UNIT PERSONNEL	DUTIES
B. (Continued)	4. Plan and supervise the defense training aspects of operational training exercises and maneuvers. 5. Prepare or supervise the preparation of the NBC defense annex to SOP. 6. Supervise the operation and maintenance of NBC material. 7. Estimate radioactivity decay, total dose, and optimum time of exit from radiologically contaminated areas. 8. Plan NBC reconnaissance and advise Commanders on the best routes to use in crossing or bypassing the NBC decontaminated area. 9. Prepare both detailed fallout predictions and simplified predictions. 10. Maintain records of unit radiation exposure. 11. Estimate downwind hazards from chemical attacks. 12. Report NBC attack data to higher headquarters quickly and accurately, using the NBC warning and reporting system. 13. Analyze the vulnerability of the unit to NBC attack. 14. Evaluate individual and unit competence in NBC defense and advise the Commander on the unit's ability to survive and to continue operation in an NBC environment. 15. Advise Commander on the effects of the NBC environment on the unit's ability to carry out particular aspects of its primary mission. 16. Train the unit teams required by the NBC defense annex of the unit SOP.

FIGURE 1: (Continued)

ESTABLISH AND MONITOR UNIT NBC PROGRAM

UNIT PERSONNEL	DUTIES
C. NBC Survey/ Monitor Team	1. Recognize nuclear and chemical attacks and fully understand unit procedures for implementing warning procedures. 2. Detect chemical agents and radiological hazards. 3. Operate and maintain NBC defensive equipment that is applicable to the task. 4. Conduct chemical reconnaissance and radiological surveys. 5. Monitor personnel, food, drinking water, and unit equipment for NBC contamination and determine completeness of decontamination. 6. Collect samples of specified biological contamination and forward as directed. 7. Mark NBC contamination areas with standard marking signs. 8. Provide raw data for NBC reports
D. Decontamination Team	1. Establish and operate a personnel decontamination station. 2. Take action where possible to avoid spreading contamination. 3. Operate and maintain assigned decontamination equipment. 4. Perform necessary decontamination of supplies, equipment, and area for which they are responsible in the performance of their primary duties.

FIGURE 1: (Continued)

ESTABLISH AND MONITOR UNIT NBC PROGRAM

UNIT PERSONNEL	DUTIES
E. Individual	1. Demonstrate specific actions required of him by his unit's SOP for maintaining operational efficiency during and after an NBC attack. 2. Be familiar with the effects of nuclear, chemical, and biological weapons. 3. Be familiar with the principles of collective protection. 4. Recognize NBC alarms and signals. 5. Properly use individual NBC protective equipment and maintain it in a high state of serviceability. 6. Recognize nuclear and chemical attacks and take protective actions. 7. Take protective measures against the initial effects of a nuclear burst. 8. Be familiar with the use of radiation dosimeters and the principles of radiation exposure control. 9. Recognize the existence of a chemical hazard and indications of a biological attack and take protective actions. 10. Properly don, seat, clear, and check his protective mask within 9 seconds; pull the hood over the head and shoulders, zip the hood and adjust the draw strings within an additional 6 seconds. 11. Recognize all standard marking signs that indicate NBC contaminated areas. 12. Demonstrate procedures for minimizing the danger to himself while crossing or bypassing NBC contaminated areas. 13. Properly put on his protective clothing and be familiar with procedures for performing his assigned tasks and for relieving himself while wearing the clothing.

FIGURE 1: (Continued)

ESTABLISH AND MONITOR UNIT NBC PROGRAM

UNIT PERSONNEL	DUTIES
E. (Continued)	14. Demonstrate proficiency in peforming his primary military duty, to include the use of individual and crew-served weapons, while wearing NBC protective clothing and equipment continuously for 24 hours. 15. Perform self-aid and first-aid to include artificial respiration and use special treatment items issued to him, such as the nerve agent antidote injector. 16. Recognize or detect chemical agent contamination and perform simple decontamination of his person, clothing, personal equipment, individual weapon and position, vehicle, and crew-served weapon. 17. Practice a high order of health, personal hygiene, and sanitation discipline as a protective measure against the spread of disease following a biological attack. 18. Properly remove his protective clothing according to the undressing procedures outlined in unit SOP or other directives.

FIGURE 1: (Continued)

ASPECT	(Satisfactory)	(Adequate)	(Marginal)	(Unsatisfactory)
NBC DEFENSE ORGANIZATION	NBC defense measures are practiced regularly.	NBC defense measures are practiced occasionally.	NBC defense measures are practiced rarely, if at all.	NBC defense measures have have not been considered.
NBC DEFENSE EQUIPMENT	NBC defense equipment on hand fully meets minimum levels for requirements.	In spite of minor deficiencies, NBC defense equipment on hand generally meets minimum levels for requirements.	NBC defense equipment on hand does not meet minimum levels for requirements; major deficiencies limit the units' ability to operate in an NBC environment.	NBC defense equipment on hand does not meet minimum levels for requirements; it provides for personal survival only.
NBC DEFENSE TRAINING	The unit fully meets the Standards of Proficiency.	The unit generally meets the Standards of Proficiency.	The unit is marginally below the Standards of Proficiency.	The unit is significantly below the Standards of Proficiency.

FIGURE 2: PROGRAM MONITORING GUIDE

FRATERNIZATION AND SEXUAL HARASSMENT PROGRAM

SUMMARY: Establish and monitor unit program on fraternization and sexual harassment.

CONSIDERATIONS: The objective of the Fraternization and Sexual Harassment Program is to prevent:

- Actual or perceived partiality or unfairness.
- Improper use of rank or position for personal gain.
- Effects on discipline, authority, and morale.

ACTIONS:

1. Use Figure 1 as a guide to educate soldiers on fraternization.
2. Use Figure 2 as a guide to educate soldiers on sexual harassment and preventive measures.

REFERENCES: AR 600-20, Army Command Policy and Procedures, Oct 80.

DA PAM 360-859, Commanders Call, Sexual Harassment, Feb-Mar 81.

FRATERNIZATION AND SEXUAL HARASSMENT PROGRAM

A. Fraternization

1. Improper superior-subordinate relationships between male or female officers, noncommissioned officers, enlisted personnel can lead to:

- Subordinates taking advantage of "ground rules" to implement "pet" solutions, those contrary to the best interest of the organization.
- Subordinates learning weaknesses of leader; may not respect him/her as much; may lose confidence in him/her.
- Subordinates being harder to discipline because you will be "friends" or you will be perceived as "permissive."
- Your feeling toward some subordinates being biased - perhaps to the point where you unknowingly discriminate against others.
- Subordinates using their knowledge of you (perhaps they found out that you once had to bend the rules) to "blackmail" you for favors or to get out of undesirable assignments.

B. Example of Male or Female Superior-Subordinate Relationships That Are Prohibited

- Joking around with troops.
- Horseplaying with the troops.
- First name basis.
- Drinking buddies.
- Swap "dirty" stories.
- Complain about Army together.
- Share previous experiences.
- Lending or borrowing money from the troops.

C. Simple Rules When Dealing With Soldiers of The Opposite Sex

- Provide equal opportunity and treatment for both male and female soldiers.
- Require and enforce equal standards of appearance and performance for both male and female soldiers.
- Ensure male and female soldiers are rated as compared to all soldiers.
- Utilize the same criteria when placing male and female soldiers on duty rosters.
- Ensure that male and female soldiers of equal rank are delegated equal authority commensurate with their rank and receive equal opportunity to fully demonstrate their capabilities.
- Conduct personal or performance counseling in an open area or with an impartial witness.
- Don't fraternize with members of the opposite sex after duty hours.
- Initiate prompt action to investigate any reports of harassment, favoritism and/or discrimination.

FIGURE 1: FRATERNIZATION CHECKLIST

FRATERNIZATION AND SEXUAL HARASSMENT PROGRAM

TYPE OF SEXUAL HARASSMENT
A. Verbal • Profanity. • Not addressing members of the opposite sex by rank or last name. • Unsolicited personal chats with sexual overtones. • Questioning members of the opposite sex about their personal (sexual) lives. • Wearing T-shirts with sexual language or action printed on them. • Medical facilities which require male or female patients to describe their medical problem in front of members of the opposite sex.
B. Improper Sexual Contact • Attempting to kiss a member of the opposite sex or pinching or patting them. • Grabbing a member of the opposite sex by the arm, pulling them close or into a sitting position on your lap. • Lacking respect for the personal space of the opposite sex. • Standing much closer when talking to a member of the opposite sex. • Attempting to "corner" a member of the opposite sex. • Arranging for conversations with members of the opposite sex in confined areas or places where others are not present.
C. Indecent Actions or Gestures • Lowering their trousers to tuck in their shirts in the presence of members of the opposite sex. • Knocking on or trying to look through the windows of billets housing members of the opposite sex. • Accidentally walking into rooms, latrines, or showers used by members of the opposite sex.
D. Coercion • Take advantage of position as a superior to coerce favors or improprieties from subordinates.

FIGURE 2: SEXUAL HARRASSMENT (TYPES AND PREVENTIVE MEASURES)

FRATERNIZATION AND SEXUAL HARASSMENT PROGRAM

PREVENTIVE MEASURES

1. Leaders
   - Visit work areas.
   - Enforce unit standards after duty hours.
   - Educate and inform all soldiers (male and female) in unit about sexual harassment.
   - Determine if soldiers (male and female) use post recreational facilities.
   - Take action on complaints:
     - Investigate
     - Process
     - Disciplinary action
2. Male Soldiers
   - Act as motivated, competent, professional soldier at all times.
   - Pull your share of the load.
   - Assertive action will establish a firm understanding among co-workers.
   - Use common sense in wearing provocative clothing in public.
   - Do not allow female soldiers to put their hands or arms around your shoulder while talking to you.
   - Be aware of what you say.
   - If in charge, be aware of what subordinates are saying.
   - Watch what you do with your hands in the presence of females.
   - Address females by rank or last name.
   - Report sexual harassment:
     - Persist in reporting complaint.
3. Female Soldiers
   - Act as motivated, competent, professional soldier at all times.
   - Pull your share of the load.
   - Assertive action will establish a firm understanding among co-workers.
   - Use common sense in wearing provocative clothing in public.
   - Do not allow men to put their hands or arms around your shoulder while talking to you.
   - Be aware of what you say.
   - If in charge, be aware of what subordinates are saying.
   - Watch what you do with your hands in the presence of males.
   - Address males by rank or last name.
   - Report sexual harassment
     - Persist in reporting complaint

FIGURE 2: (Continued)

APPENDIX 3

ANNOTATED INDEX
OF
JOB AIDS

SUBJECT — PAGE

ABSENT WITHOUT LEAVE (AWOL)
Initiate/Monitor Administrative AWOL Actions
Initiate/monitor administrative action on AWOL soldiers.

ADMINISTRATIVE ELIMINATION
Ensure Administrative Elimination Proceedings Are Correctly Followed
Determine whether separation is justified, process recommendations from Commander.

ADVANCE PARTY
See Training

ALCOHOL AND DRUG ABUSE
Alcohol and Drug Abuse Prevention and Control Program (ADAPCP)
Establish and monitor unit program on alcohol and drug abuse.

AMMUNITION
See Inspections

ARMS AND ARMOR
See Inspections

ARMY TRAINING AND EVALUATION PROGRAM
See Training

ARTICLE 15
See Disciplinary Actions

ASSETS
See Personnel Assets

AWARDS AND DECORATIONS
Monitor Awards and Decorations Program for Enlisted Personnel
Monitor procedures for determining eligibility of personnel, preparing and submitting recommendations, and presenting awards and decorations.

AWOL
See Absent Without Leave (AWOL)

BIVOUACS
See Training

CASH COLLECTION VOUCHERS
See Reports of Survey

COMBAT READINESS
See Equipment Readiness

COMBAT TRAINING
See Training

COMMON SKILLS MANUALS (CSM)
See Training

COMMON TASK TEST (CTT)
See Training

COMMUNICATIONS SECURITY (COMSEC)
See Security

CONFINEMENT
See Disciplinary Actions

COUNSELING, MILITARY PERSONNEL
Counsel Military Personnel
Ensure that soldiers receive appropriate and adequate counseling.

COURTS-MARTIAL
See Disciplinary Actions; Manual for Courts-Martial (MCM)

COVER AND DECEPTION, TACTICAL
See Training

SUBJECT — PAGE

DAMAGE OR DESTRUCTION TO PROPERTY
See Reports of Survey

DA FORM 6
See Duty Roster

DECORATIONS
See Awards and Decorations

DETAILS
See Duty Roster

DETAINMENT
See Disciplinary Actions; Legal Rights

DISCIPLINARY ACTIONS
Recommend Pretrial Confinement to Commander
Determine if pretrial confinement is warranted to ensure an accused soldier's presence at trial, or to ensure the safety of others during the pretrial period.

Review of DA Form 268 (Report for Suspension of Favorable Personnel Actions)
Correctly complete initial, interim, and final reports using DA Form 268.

Monitor Administrative Preparation of Record of Proceedings Under Article 15, UCMJ
Monitor proper and timely preparation of all necessary forms and transmittal letters for Article 15s. Make necessary recommendations regarding legality of punishments. Monitor distribution and filing of forms and letters.

Recommend Appropriate Disciplinary Action to Commander (Judicial, Non-judicial, Non-punitive)
Investigate alleged violation or misconduct, determine severity of violation or misconduct, recommend disciplinary action.

DISPLACEMENT
See Training

DROP FROM ROLLS
See Administrative Elimination; Absent Without Leave (AWOL)

DUTY ROSTER
Maintain A Duty Roster (DA Form 6)
Use the duty roster (DA Form 6) to select personnel for duty details.

DUTY STATUS
See Personnel Actions

EARNINGS
See Pay Inquiries

ELIMINATION, ADMINISTRATIVE
See Administrative Elimination

ENLISTED EVALUATION REPORT (EER)
See Evaluations

EQUIPMENT READINESS
Review Equipment Readiness Status
Use DA Form 2406, Material Readiness Report, to determine unit's equipment readiness status.

EVALUATIONS
Review EER for Accuracy and Completeness
Correctly process and review EERs.

FIELD SANITATION
See Training

FIELD TRAINING
See Training

FINANCE
See Pay Inquiries

SUBJECT — PAGE

GOVERNMENT PROPERTY
See Reports of Survey

INSPECTIONS, ARMS ROOM
Conduct Arms Room Inspection
Develop an Arms Room Inspection Checklist.

INSPECTIONS, PHYSICAL SECURITY
Monitor Physical Security Program
Determine adequacy of security measures, inspect for compliance, and monitor/supervise security education activities.

INVENTORIES
See Personnel Assets

KEYS AND LOCKS
See Security

LEAVE AND EARNINGS STATEMENT
See Pay Inquiries

LEGAL RIGHTS
Protect the Rights of An Accused or Suspected Individual, Determine Probable Cause for Search and Seizure
Preserve an accused/suspected service member's (SM) fundamental rights during apprehension, questioning, and search and seizure.

See also Disciplinary Actions; Manual for Courts-Martial

LETTERS OF INDEBTEDNESS
Prepare/Review Replies to Letters of Indebtedness
Prepare or review replies to creditors pertaining to complaints of indebtedness.

LOCKS AND KEYS
See Security

MAINTENANCE
Spot Check Vehicles for Preventive Maintenance Indicators
Quickly determine the general condition of vehicles.

Unit Maintenance Management Program
Develop and monitor the unit maintenance management program.

MANUAL FOR COURTS-MARTIAL (MCM)
Research the Manual for Courts-Martial (MCM)
Locate needed information in the Manual for Courts-Martial.

MESS OPERATIONS
Evaluate Effectiveness of Troop Mess Facility
Monitor and evaluate the effectiveness of troop mess facility.

MOS RECLASSIFICATION
Recommend Personnel for MOS Reclassification
Process recommendations from higher HQ, determine whether reclassification is justified, recommend reclassification.

MOVEMENT
See Training

NCOs
Conduct NCO Calls
Prepare, conduct and control NCO calls to obtain useful feedback and/or assist in the professional development of NCOs.

Establish Unit Noncommissioned Officer's Development Program
Identify training needs, training topics, and references for NCO professional training.

ON-THE-JOB EXPERIENCE (OJE)
Supervise Unit On-the-Job Experience (OJE) Program
Actions to take and materials to use to enhance the unit's OJE program.

OPERATIONS ORDERS (OPORDs)
Evaluate Operations Orders for Impact on Unit Capabilities
Determine unit's ability to perform mission, and advise commander.

SUBJECT — PAGE

PAY INQUIRIES
Answer Pay Inquiries from Service Members
Determine nature of pay inquiries; determine if initial action has been taken; take initial action or process pay inquiry as appropriate.

PERSONAL PROBLEMS
See Counseling

PERSONNEL ACTIONS
Preparation of Personnel Action (DA Form 4187)
Use DA Form 4187 to: (1) report duty status changes which impact on pay entitlements, and (2) recommend approval or disapproval of requests for various personnel actions.

Initiate Family Care Plan
Initiate dependent care plan for sole parents and married couples.

Review DA Form 2475-2, Personnel Data - SIDPERS
Review all SIDPERS transactions submitted for a soldier during his assignment to the unit.

PERSONNEL ASSETS
Conduct Personnel Asset Inventory (PAI) with Commander
Prepare all necessary forms and reports, coordinate muster formation, compare personnel data on forms with actual personnel status at formation, complete and file DA Form 3986.

PHYSICAL SECURITY
See Inspections

PREVENTIVE MAINTENANCE
See Maintenance

PROPERTY LOSS OR DAMAGE
See Reports of Survey

READINESS
See Equipment Readiness; Maintenance

RECLASSIFICATION
See MOS Reclassification

RELOCATION
See Training

REPORTS OF SURVEY
Make Recommendations Regarding Report of Survey, Statement of Charges, and Cash Collection Vouchers
Determine appropriate procedures to repay the Government for the loss, damage, or destruction of Government property.

SAFETY
Enforce Training Safety Requirements
Identify and enforce requirements that ensure safety in training.

Prepare/Review Accident Report (DA Form 285)
Investigate the circumstances surrounding the reported accident, and prevent future accidents through preventive measures.

SANITATION
See Training

SEARCH AND SEIZURE
See Legal Rights

SECURITY
Implement and Enforce Unit Communications Security (COMSEC) Procedures
Establish and monitor procedures to prevent the enemy from obtaining information from telecommunications activities.

Key and Lock Control
Monitor procedures for the issue and control of keys and locks.

SUBJECT — PAGE

SECURITY (Continued)
Supervise Local Area Security (Defensive Operations)
Supervise the planning and conduct of defensive operations.
See also Inspections

SERVICES, SOLDIER SUPPORT
See Counseling

SKILL QUALIFICATION TEST (SQT)
See Training

SOLDIER'S MANUAL (SM)
See Training

SOLDIER SUPPORT SERVICES
See Counseling

SOP
See Standard Operating Procedure

SQT
See Training

STANDARD OPERATING PROCEDURE (SOP)
Maintain Unit SOP
Check that SOP is useful, complete, and accurate. Post and insert recommended changes from higher HQ. Submit recommendations for SOP changes from unit level to battalion.

STATEMENT OF CHARGES
See Reports of Survey

SUPPLY OPERATIONS
Monitor Supply Operations
Monitor acquisition, storage, and issue of operational supplies and equipment.

TACTICAL COVER AND DECEPTION
See Training

TOE/TDA
Provide Input to Changes of Tables of Organization and Equipment (TOE), and Tables of Distribution and Allowances (TDA)
Make TOE/TDA change recommendations to the Commander.

TRAINING:
General:
Instruct NCOs on Relationship Between Soldier's Manuals, ARTEPs, and the Army's Skill Evaluation Programs
Define SM, SQT, CSM, CTT, ARTEP, and ARTEP FTX. Outline how they interact.

Field:
Direct Coordination and Preparation of Advance/Quartering Party
Coordinate and prepare advance/quartering party.

Implement Tactical Cover and Deception Plans
Supervise tactical cover and deception plans.

Displace Unit from One Location to Another by Road
Plan and supervise unit displacement by convoy.

Plan and Implement Field Sanitation Activities
Ensure practical measures are implemented to preserve health and prevent disease.

Supervise Preparation of Bivouac Area
Supervise reconnaissance, planning, and occupation of a bivouac area.

Individual:
Monitor Unit SQT and CTT Study Program
Monitor the conduct of Soldier's Manual Task and Common Task Training for the Skill Qualification Test and Common Task Test.

SUBJECT — PAGE

TRAINING (Continued)
Unit:
Conduct Evaluation and Critique of Unit Training
Conduct an evaluation and critique of a unit's individual and/or collective training.

Coordinate Unit Training
Determine training needs, coordinate with other agencies/offices to prepare for training.

Fraternization and Sexual Harassment Program
Establish and monitor unit program on fraternization and sexual harrassment.

Establish and Monitor Unit NBC Program
Establish and monitor a unit NBC program.

Plan and Monitor Unit Physical Fitness Program
Plan and monitor unit physical fitness program.

TRAINING SAFETY
See Safety

TRAINS AREA
See Unit Trains Area

TROOP MESS
See Mess Operations

UNIFORM CODE OF MILITARY JUSTICE (UCMJ)
See Disciplinary Actions; Legal Rights; Manual for Courts-Martial

UNIT CAPABILITIES
See Operations Orders (OPORDs)

UNIT MANNING REPORT (UMR)
Review/Correct Unit Manning Report (UMR)
Compare new UMR with previous edition; submit changes/corrections to next higher headquarters.

UNIT SOP
See Standard Operating Procedure

UNIT TRAINING
See Training

UNIT TRAINS AREA
Organize/Supervise the Unit Trains Area
Organize company trains area to ensure that the trains can perform their mission, provide their own limited security and maintain tactical discipline.

VEHICLES
See Maintenance

WEAPONS
See Inspections

WEIGHT CONTROL
Weight Control Program
Establish and monitor unit weight control program.

ZERO BALANCE
Review Personnel Strength Zero Balance Report (PZB)
Ensure unit strength reporting is zero strength deviation.

APPENDIX 4

ANNOTATED INDEX OF REFERENCES USED IN DEVELOPING JOB AIDS

ANNOTATED INDEX OF REFERENCES USED IN DEVELOPING JOB AIDS

SUBJECT — JOB AID

ABSENCES - PERMITTED
AR 630-5, Leave, Passes, Administrative Absence, and Public Holidays
Policies governing authorized absence and conditions governing entitlement to absence. Leave accrual, computation, authorization, extension, and changes in status. Special types of leave, passes, permissive TDY, and holidays.

ABSENCES - NONPERMITTED
AR 190-9, Military Absentee and Deserter Apprehension Program
Provides policies and procedures for apprehension of Army absentees and deserters and their prompt return to military control. Contains guidance for use of FBI, National Crime Information Center, to expedite apprehension of deserters.

AR 630-10, Absence Without Leave and Desertion
Provides guidance for determining absent without leave or desertion status. Defines procedures for administration of persons in such status. Gives instructions for starting apprehension efforts. Describes administrative actions for members returning to military control.

ACCIDENTS
AR 385-40, Accident Reporting and Records
Provides procedures and requirements for investigating, reporting, and recording of Army accidents and aircraft mishaps.

ACCOUNTABILITY
See Supply - Unit

ACCOUNTING, PERSONNEL
See Personnel Management

ADMINISTRATION
See Personnel Management

ADMINISTRATIVE ABSENCES
See Absences - Permitted

ALCOHOL ABUSE
See Health and Welfare

APPOINTMENTS
See Personnel Selection

ARMED FORCES ENTRANCE AND EXAMINING STATIONS
See Personnel Selection - Recruiting and Reenlistment

ARMOR OPERATIONS
See Training - Field

ARMY AVIATION/AIRBORNE
AR 600-106, Flying Status for Nonrated Army Aviation Personnel
Prescribes procedures for administering flying status for nonrated Army personnel who must perform frequent and regular aerial flight while performing their assigned duties.

ARMY BANDS
AR 220-90, Army Bands
Prescribes policy and assigns responsibilities for the organization, administration, assignment, maintenance, training, supply, evaluation, and use of Army bands.

ARMY CLUBS
See Community Services

ARMS AND AMMUNITION
CTA 23 series, Ammunition, Rockets, and Missiles for Training
Prescribes initial allowances for training and is the authority to requisition and issue all items of ammunition, rockets, and missiles for training.

ARMS AND AMMUNITION (Continued)
TM 9-1300-200, Ammunition, General
Contains basic information on identification, classification, and physical characteristics of conventional ammunition.

See also Security.

ASSIGNMENTS
See Personnel Selection

AWARDS
AR 672-5-1, Military Awards
Provides policy, criteria, and administrative instructions concerning individual and unit military awards.

AR 672-10, Expert Field Medical Badge Test
Prescribes purpose, eligibility requirements, and procedures for testing and awarding the Expert Field Medical Badge (EFMB).

BANDS
See Army Bands

BATTALION TRAINING MANAGEMENT SYSTEM (BTMS)
See Training Management

CAREER MANAGEMENT FIELDS (CMF)
See Personnel Selection

CAMOUFLAGE
FM 5-20, Camouflage
Provides a reference and guide in all aspects of camouflage. Describes principles involved in concealing or disguising troops, vehicles, weapons, and field installations. Discusses planning for and operation of decoys and decoy installations.

CASUALTIES
See Personnel Management

CLEARANCES
See Security

CLOTHING
See Supply - Individual

COLD WEATHER TRAINING
See Training, Field

COMBINED ARMS
See Training, Field

COMMANDERS CALL
DA PAM 360-859, Commanders Call
Published approximately nine times a year for unit commanders, key officers, and noncommissioned officers in leadership positions. It provides leaders with guidance on the management of units, personnel, and material.

COMMON SKILLS
See Training

COMMUNICATIONS
AR 105-31, Record Communications
Prescribes policies, responsibilities, and procedures governing the preparation, approval, and processing of record communications. Record communications include narrative, card, and magnetic tape messages and facsimile transmissions.

AR 105-34, Reduction and Control of Telecommunication Traffic in an Emergency (Minimize)
Prescribes policy, responsibilities, and procedures for controlling the volume of telecommunications traffic entering telecommunications systems during periods of emergency.

FM 11-30, Combat Communications Within the Division
Covers planning, managing, and employing the communication-electronic resources in the maneuver units, headquarters, and service support units.

SUBJECT — JOB AID

COMMUNICATIONS (Continued)

FM 24-1, Combat Communications
Sets forth the principles that the Army will apply to operate successfully in the battlefield's electromagnetic environment.

COMMUNICATIONS SECURITY

AR 380-26, Policy for Use of Encrypt-for-Transmission-Only (EFTO) Procedure
Prescribes policy governing the protection of certain types of unclassified messages during electrical transmission within DA.

AR 380-40, Policy for Safeguarding and Controlling COMSEC Information
(description to be provided later)

AR 530-2, Communications Security
Prescribes policy and responsibilities for communications security (COMSEC). Implements the National Communications Security Directive and DoD Directive 5200.5. Establishes authority for programming actions and provides guidance for implementing COMSEC measures and procedures. All Army publications which identify COMSEC responsibilities must conform to this regulation.

FM 53-6, SIGSEC Techniques
Provides guidance and general information relative to Signal Security (SIGSEC) considerations in the preparation of command publications; command requirements relative to cryptofacility inspections and TEMPEST (compromising emanations) tests and inspections; and various techniques employed by supervisory and operating personnel to improve the status of SIGSEC within the Army.

FM 32-30, Electronic Warfare: Tactics of Defense
Explains how to defend against the enemy's EW efforts. It will help you use your communications-electronics (C-E) assets without playing into the hands of the enemy.

COMMUNITY SERVICES

AR 230-60, The Management and Administration of the U.S. Army Club System
Provides policies for managment, administration, and operation of Army clubs and designated Army nonappropriated fund instrumentalities (NAFIS) which sell food and beverages.

AR 608-1, Army Community Service Program
Provides policies and procedures for establishing and operating an Army Community Service (ACS) Program at Army installations. The ACS Program is concerned with providing financial planning and assistance programs, relocation services, handicapped dependents assistance services, child advocacy programs, and child support services.

See also Health and Welfare.

CONCESSIONS
See Community Services

CONDUCT
See Military Conduct

CORRESPONDENCE
See Office Management

CORRESPONDENCE COURSES
See Education Services

COUNSELING
See Leadership

SUBJECT — JOB AID

COUNTERINTELLIGENCE
See Security

COURTS-MARTIAL
See Legal Services

CRIMINAL INVESTIGATION
See Legal Services, Personnel Selection

COMMON TABLE OF ALLOWANCES (CTA)
See Supply - Unit

DATA PROCESSING
See Personnel Management

DECORATIONS
See Awards

DENTAL SERVICES
See Health and Welfare

DEPENDENTS
See Personnel Management

DESERTERS
See Absences - Nonpermitted

DETAILS
See Personnel Selection

DISCHARGE
See Personnel Actions

DISEASE PREVENTION
See Health and Welfare

DRILL AND CEREMONIES

FM 22-5, Drill and Ceremonies
Guidance for Army-wide uniformity in conducting drill and ceremonies. Methods of instructing drill, teaching techniques, individual and unit drill, ceremonial drill, and manual of arms for infantry weapons.

DIVERS
See Personnel Selection

DROWNPROOFING
See Safety

DRUG ABUSE
See Health and Welfare

DRY CLEANING
See Laundry and Dry Cleaning

DUTY ROSTERS
See Personnel Selection

EDUCATION SERVICES

AR 351-1, Individual Military Education and Training
Describes the U.S. Army school system; establishes general provisions for the military education and individual training of all components of the Army, in Army, Joint, and Defense schools, schools of other services and foreign countries, and civilian institutions; establishes current policies and procedures for the Noncommissioned Officer Education System and for Noncommissioned Officer Academies for all components of the Army. Applies to the Active Army, the Army National Guard when fully mobilized and the Army Reserve, except when specifically stated otherwise.

SUBJECT — JOB AID

EDUCATION SERVICES (Continued)

AR 351-5, Army Officer Candidate Schools
General policy, eligibility requirements, administrative procedures, and methods for submitting applications for appointments, for selection of personnel for attendance at an Active Army Officer Candidate School (OCS) and for appointment of personnel as Reserve commissioned officers in the Army upon successful completion of training.

AR 611-6, Army Linguist Program
Establishes policies, responsibilities, procedures, and guidelines for conducting the Army Linguist Program.

AR 621-5, Army Continuing Education System (ACES)
Sets Army Continuing Education System (ACES) policy. Covers the Basic Skills Education Program, Secondary and Postsecondary Programs, Skill Development and Nonresident Foreign Language Programs, Skill Recognition Programs, financial assistance programs, and contracting for educational services.

AR 621-101, Advanced Degree Program for ROTC Instructor Duty
Announces the requirements and methods for participating in the Advanced Degree Program for ROTC Instructor Duty.

DA PAM 350-100, Extension Training Materials Catalog
A consolidated listing of Extension Training Materials (ETM) to support individual MOS training.

DA PAM 351-4, U.S. Army Formal Schools Catalog
Describes formal courses of instruction offered at active U.S. Army schools and training centers, interservice training courses, DoD courses for Army personnel. Reference for individuals who are responsible for selecting students to attend formal courses; for Army military and civilian personnel who desire to attend a formal course; and for people not in the Army who want to learn about training opportunities in the Army.

DA PAM 351-20 through 351-20-22, Army Correspondence Course Programs
Series of reference pamphlets describing, for each proponent school, correspondence courses related to the proponent school's knowledge requirements. Each DA PAM also describes availability, eligibility, and enrollment course procedures.

DA PAM 601-1, The OCS Story
Provides the mission and history of Officer Candidate School; its curriculum, application procedures, and expected future assignments and responsibilities of graduates.

See also Training, NCOs.

ELECTRONIC WARFARE
See Communications Security

ENCRYPTING
See Communications Security

ENLISTED EVALUATION REPORT (EER)

AR 623-205, Enlisted Evaluation Reporting System
Sets policies and procedures governing the Enlisted Evaluation Reporting System. Explains how to prepare and submit Enlisted Evaluation Reports for soldiers in grades E-5 and above. Gives guidance for appealing evaluation reports.

SUBJECT — JOB AID

ENLISTED PERSONNEL - ASSIGNMENT
See Personnel Selection

ENTOMOLOGY
See Health and Welfare

EQUIPMENT
See Supply

EVALUATIONS
See Enlisted Evaluation Report (EER), Tests

EXTENSION SERVICES
See Education Services

FIELD SANITATION
See Health and Welfare

FIRST AID
See Health and Welfare

FOOD SERVICE

AR 30-1, The Army Food Service Program
Prescribes policies and procedures relating to food plans; menus and menu boards; operating and accounting procedures for dining facilities under the Army Ration Credit Systems (ARCS), Field Ration Issue System (FRIS), and the Monetary Allowance Ration System (MARS); meal rates; and support to Reserve Components and Central Food Facilities. Provides guidance pertaining to sanitation, the data feedback and unsatisfactory subsistence programs, and the use of civilian food service personnel in appropriated fund dining facilities.

FOOT MARCHES
See Training, Field

HANDICAPPED DEPENDENTS
See Personnel Management

HEALTH AND WELFARE

AR 40-3, Medical, Dental and Veterinary Care
Prescribes policies regarding medical, dental, and veterinary care including the manner and conditions under which such care is furnished and indicates the sources from which it is obtained. Prescribes policies concerning the admission and disposition of patients.

AR 40-5, Health and Environment
Prescribes a comprehensive disease prevention and environmental enhancement program for the U.S. Army and areas under its control. The program encompasses communicable and chronic disease control, public health, environmental engineering, environmental physiology, health nursing, medical entomology, nutrition, radiological hygiene, occupational health, aviation medicine and health standards. This regulation applies to all Department of the Army commands.

AR 40-501, Standards of Medical Fitness
Medical fitness standards to evaluate candidates for and persons in military service, and persons in certain MOSs. Indicates which conditions or defects are causes for rejection or medical unfitness for service.

AR 40-562, Immunization Requirements and Procedures
Defines general principles and specific procedures for the prophylactic immunization program of the Armed Forces. This includes the use of any vaccine, toxoid, or other immunizing agent for the prevention of disease including the maintenance of immune status by reimmunization. Provides immunization and reimmunization requirements and dosage schedules for various geographic area designations.

SUBJECT — JOB AID

HEALTH AND WELFARE (Continued)

AR 350-15, The Army Physical Fitness Program
Prescribes policies, procedures, and responsibilities for implementation of the Army Physical Fitness Program.

AR 600-9, Army Physical Fitness and Weight Control Program
Establishes policies and procedures governing physical fitness, weight control, and military appearance as it relates to body weight. Provides commanders with instructions and guidance for implementation of the Army Physical Fitness and Weight Control Program. Establishes standards of physical fitness and body weight.

AR 600-85, Alcohol and Drug Abuse Preventive and Control Program (ADAPCP)
Prescribes policies and procedures needed to implement, operate, and evaluate the Army Alcohol and Drug Abuse Preventive and Control Program (ADAPCP). Covers prevention and control; identification, referral, and screening; rehabilitation; legal aspects; reporting requirements; and evaluation.

FM 8-15, Medical Support in Divisions, Separate Brigades, and the Armored Cavalry Regiment
Review of organizational characteristics of medical units or elements and doctrine concerning their use in tactical situations. Organization, mission, capabilities, and internal activities are covered in general terms. Brief discussion of operations in special environments.

FM 21-10, Field Hygiene and Sanitation
Explains the fundamentals of sanitation and their application under field conditions.

FM 21-11, First Aid for Soldiers
Describes first aid measures and explains how and when to apply them.

FM 21-20, Physical Readiness Training
Guidance on planning, conduct, and evaluation of physical readiness training. Background information on principles and conduct. Specific procedures to be followed in developing programs. Guidance on exercises, circuits, relays, contests, and obstacle courses.

TC 8-3, Field Sanitation Team Training
Guidance in the preparation of a training program for personnel appointed as members of the field sanitation team of each company, battery, or similar unit. Contains master schedule, text, and lesson plans, along with list of references and training aids.

TM 5-632, Military Entomology Operational Handbook
Presents information and guidance on the methods, materials, and equipment recommended for the control of insects, rodents, and related pests.

TM 5-700, Field Water Supply
Reference and training guide for engineer personnel engaged in military field water supply in field training exercises, combat zones, occupation areas, and other locations such as disaster areas. It also serves as a planning reference for engineer staffs at all levels, and as a reference for Army Medical Service personnel who inspect and approve water sources and treated water.

See also Community Services

HOLIDAYS
See Absences - Permitted

HYGIENE
See Health and Welfare

IMMUNIZATION
See Health and Welfare

SUBJECT — JOB AID

INDEBTEDNESS

AR 600-15, Indebtedness of Military Personnel
Prescribes Army policy and guidance in handling debt claims against Army personnel.

INDICES
See Publications

INDIVIDUAL RIGHTS
See Legal Services

INDIVIDUAL TASKS
See Training

INFORMATION SECURITY
See Security

INTELLIGENCE
See Personnel Selection, Security

LANGUAGE
See Education Services

LAUNDRY AND DRY CLEANING

AR 210-130, Laundry and Dry Cleaning Operations
Prescribes procedures governing the establishment and operation of Army laundry and dry cleaning plants and the furnishing of laundry and dry cleaning services to authorized patrons and agencies. Applicable to all laundry and dry cleaning activities of the Department of the Army, except those performing specialized operations peculiar to ordnance or chemical activities.

LEADERSHIP

FM 22-100, Military Leadership
Basic reference for the study of individual and group behavior and the principles and techniques of applied leadership.

FM 22-101, Leadership Counseling
Identifies skills and techniques to make leaders more effective in counseling soldiers.

LEGAL SERVICES

AR 27-10, Military Justice
Prescribes and implements the policies and procedures pertaining to the administration of military justice. Implements the procedures prescribed by the Manual for Courts-Martial, United States, 1969 (Revised Edition) which require implementation by regulations of the Secretary of the Army. Applicable to all active U.S. Army members including the Army National Guard and the U.S. Army Reserve when on active duty.

AR 195-2, Criminal Investigation Activities
Prescribes DA Policy on criminal investigation activities, including utilization, control, and investigative responsibilities of all personnel assigned to CID elements. Basic authority for the conduct of criminal investigations, crime prevention surveys, special background investigations, protective service missions, and collection of criminal information.

AR 600-31, Suspension of Favorable Personnel Action for Military Personnel in National Security Cases and Other Investigations or Proceedings
Prescribes policies and procedures to prevent favorable personnel actions from being initiated or completed when such actions would not serve the best interests of the U.S. Army. Such actions include: appointment, reenlistment, entry on active duty, promotion, awards and decorations, attendance at schools or training programs, and payment of bonuses. Gives conditions under which reassignment, unqualified resignation or discharge, release from active duty, retirement, and granting of excess leave are authorized.

SUBJECT — JOB AID

LEGAL SERVICES (Continued)

DA PAM 27-18, Desk Book for Special Court-Martial Convening Authorities
Ready reference volume describing applicable regulations and laws pertaining to special courts-martial. To be used in conjunction with the Manual for Courts-Martial, pertinent Army regulations, command regulations, and DA PAMs. Guides the user to the appropriate reference materials.

FM 27-1, Legal Guide for Commanders
Guide in the administration of military justice and administrative law at the company level.

FM 27-14, Legal Guide for the Soldier
Gives short answers to various questions on military law that affects the soldier and helps soldier recognize problems which should be discussed with a judge advocate officer.

GTA 19-6-3, How to Inform Suspected/Accused Individuals of their Rights
Pocket-sized card summarizing procedures for informing suspects of their rights under the Uniform Code of Military Justice.

Manual for Courts-Martial, United States
Reference text detailing all aspects of the military courts-martial system: jurisdiction, apprehension and restraint, preparation of charges, personnel and types of court-martial, and all procedures and actions involved with actual conduct of the court-martial.

See also Personnel Actions.

LEAVE
See Absences - Permitted

MAINTENANCE

DA PAM 750-1, Maintenance Guide for Leaders
Guide for evaluating a unit's maintenance operations. Designed to lead user systematically through the maintenance operation and assist user in determining which areas require improvement. Also prescribes ways to improve and sustain the maintenance program.

FM 29-2, Organizational Maintenance Operations
Reference for use in developing and managing an efficient organizational maintenance program. Describes the interaction between organizational maintenance and support maintenance. Maintenance operations, repair parts procedures, maintenance requirements, recovery and evacuation, readiness and training, inspections, checklists, and SOPs are also discussed.

FM 43-1, Organizational Maintenance Manager's Guide
Provides the maintenance manager with methods to identify, diagnose, and correct problems in the maintenance operation. Includes FM 43-1-1, Indicator Lists: a pocket-sized booklet that lists maintenance indicators.

TM 38-750, The Army Maintenance Management System (TAMMS)
Contains descriptions, procedures, and examples of forms used for controlling the operation and maintenance of Army material.

MANAGEMENT
See Supply, Personnel Management, Maintenance, Training Management, Staff Organization

MANUAL OF ARMS
See Drill and Ceremonies

SUBJECT — JOB AID

MARCHES
See Training, Field

MECHANIZED INFANTRY OPERATIONS
See Training, Field

MEDICAL SERVICES
See Health and Welfare

MILITARY AWARDS
See Awards

MILITARY CONDUCT

AR 600-50, Standards of Conduct for Department of the Army Personnel
Standards of conduct required of all DA Personnel. Loyalty, ethical principles, law governing conflict of interest.

AR 670-1, Wear and Appearance of Army Uniforms and Insignia
Prescribes the uniforms which may be worn, the items which may be worn on the uniforms, the manner in which uniforms are worn, occasions when uniforms may or may not be worn for all personnel. Prescribes authorized material, design, accessories, and quality control system for uniforms and insignia.

MILITARY INTELLIGENCE
See Personnel Selection, Security

MILITARY JUSTICE
See Legal Services

MILITARY OCCUPATIONAL SPECIALTIES (MOS)
See Personnel Selection - MOS Assignments

MILITARY STRENGTH
See Personnel Management

MOS TASKS
See Training

MUSIC PROGRAMS
See Army Bands

NONCOMMISSIONED OFFICERS (NCOs)

AR 350-17, Noncommissioned Officer Development Program (NCODP)
Prescribes policy, responsibilities, and procedures for the establishment, Army-wide, of the Noncommissioned Officer Development Program. Appendices provide additional information concerning NCODP supporting programs and policies and suggested topics for an NCO training program. Applicable to active Army, Army National Guard, and Army Reserve.

FM 22-600-20, The Army Noncommissioned Officer Guide
Explains authority and where it comes from. Explains relationship between chain of command and NCO support channel. Describes NCO duties and responsibilities and sets forth relationship with commissioned officers.

RB 22-600-20, The Duties, Responsibilities, and Authority of NCOs
School text. Outlines relationship between commissioned and noncommissioned officers through discussion of history, organizational components, channels of communication, concepts of authority and responsibility, supervision, primary functional duty areas of the officer corps and the NCO corps.

See also Education Services, Training

ANNOTATED INDEX OF REFERENCES USED IN DEVELOPING JOB AIDS

SUBJECT — JOB AID

NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC)

FM 21-40, Nuclear, Biological, and Chemical Defense
Provides doctrine and guidance for the commander and his staff in NBC defense, and provides the technical information necessary for chemical personnel and other personnel assigned NBC defense duties to evaluate NBC situations and advise their commander.

OFFICE MANAGEMENT

AR 340-15, Preparing Correspondence
Department of the Army policies, procedures, and standard formats for preparing and mailing correspondence.

DA PAM 1-10, Improve Your Writing
An aid to help Army writers recognize and use a more effective style of writing. Deals with attitudes, methods, and techniques. Applicable to Army letters, reports, staff papers, regulations, and manuals.

OFFICER CANDIDATE SCHOOL

See Education Services

OFFICERS - APPOINTMENT

See Personnel Selection

ORGANIZATIONAL MAINTENANCE

See Maintenance

ORGANIZATIONAL MANAGEMENT

See Staff Organization

OVERSEAS ASSIGNMENT

See Personnel Management, Personnel Selection

PASSES

See Absences - Permitted

PATROLLING

See Training, Field

PAY AND ALLOWANCES

AR 37-104-3, Military Pay and Allowances Procedures (JUMPS - ARMY)
Provides administrative procedures and Department of the Army policies determining entitlements and collections of pay and allowances of military personnel. Applies to pay accounts of Active Army personnel and Reserve personnel on active duty for periods in excess of six months. This regulation also precribes procedures for paying Reserve personnel on active duty for less than six months, Reserve training duty, and ROTC students.

PERMANENT CHANGE OF STATION (PCS)

See Personnel Actions

PERSONAL AFFAIRS

DA PAM 360-531, Your Personal Affairs - A Checklist
Provides a checklist of personal matters that must be handled when ordered to active duty or overseas on short notice. Contains matters in which the unit is expected to assist and matters which must be taken care of by the individuals.

PERSONAL CLOTHING AND EQUIPMENT

See Supply - Individual

PERSONAL PROPERTY

See Supply - Individual

PERSONNEL ACTIONS

AR 600-37, Unfavorable Information
Covers the placement of unfavorable information in personnel, intelligence, security, and law enforcement files; appeals and processing of unfavorable information cases.

SUBJECT — JOB AID

PERSONNEL ACTIONS (Continued)

AR 612-2, Preparing Individual Replacements for Overseas Movement (POR)
Prescribes personnel processing procedures to be used in preparation and processing of individual replacements for overseas movement, including from one overseas area to another. Prescribes requirements and responsibilities of DA staff agencies, major commands, installation commanders, organization commanders, and individuals for accomplishment of required processing for overseas movement prior to individual's departure from current duty station.

AR 612-10, Reassignment Processing and Army Sponsorship and Orientation Program
Sets forth responsibilities and procedures for reassignment processing, a mandatory sponsorship and orientation program, and processing actions related to permanent change of station (PCS) activities. Instructs on preparing, processing, and routing of DA Form 4787 (Reassignment and Processing) and DA Form 4787-1 (Request for Evaluation of Dependent Medical and Educational Problems).

AR 635-200, Personnel Separations, Enlisted Personnel
Provides authority for separation of enlisted personnel upon expiration of term of service (ETS) or prior to ETS to meet the needs of the service. Describes policies and procedures governing voluntary retirement of enlisted personnel and the issuance of honorable, general, and other than honorable conditions discharge certificates.

See also Legal Services.

PERSONNEL MANAGEMENT

AR 310-49-2, The Army Authorization Documents System (TAADS) MACOM Data Coding Procedures
Prescribes procedures for processing data in the standard multi-command automatic data processing (ADP) of TAADS by force development personnel at the MACOM Level.

AR 340-2, Maintenance and Disposition of Records in TOE Units of the Active Army, the Army Reserve, and the Army National Guard
Simplifies records management and administration for Army elements in the active components, all elements of the U.S. Army Reserve except major U.S. Army Reserve commands, and units of the Army National Guard. Instructions are for: a) identifying and arranging records; b) filing papers and furnishing reference service for them; c) transferring, retiring, and destroying records.

AR 600-10, The Army Casualty System
Policies, responsibilities, and procedures for efficient operation of the Army Casualty System.

AR 600-20, Army Command Policy and Procedures
Prescribes policy on basic aspects of command, military conduct and discipline, and determination and precedence of rank. Describes standards governing participation by Army members in political activities and public demonstrations.

AR 600-200, Enlisted Personnel Management System
Prescribes policies and procedures for career management of Army enlisted personnel; classification and reclassification of enlisted soldiers in an MOS; utilization of enlisted personnel; denying reenlistment under the Qualitative Management Program; testing soldiers under the Enlisted Evaluation system; administering Special Duty Assignment proficiency pay; award of Selective Reenlistment Bonus and Enlistment Bonus; and promotions and reductions in grade.

AR 640-2-1, Personnel Qualifications Records
Prescribes instructions on preparing, maintaining, and disposing of: Personnel Qualification Records - Part I (DA Form 2); Personnel Qualification Records - Part II (DA Form 2-1); Record of Court-Martial Conviction (DA Form 2-2); Report of Change for Qualification Record (DA Form 2876); Personnel Data Change Report (DA Form 1-1); Officer Record Brief (DA Form 4037); Enlisted Record Brief; and AMEDD Professional Qualification Record - Parts I and II (DA Forms 4319-R and 4319-1-R).

SUBJECT — JOB AID

PERSONNEL MANAGEMENT (Continued)

AR 680-1, Unit Strength Accounting and Reporting
Establishes policy for strength accounting and reporting at the unit level. Covers unit and military personnel office SIDPERS processing responsibilities.

AR 680-29, Military Personnel, Organization, and Type of Transaction Codes
Data code structure used to report and record personnel data via the automated Personnel Information System (PERSINS). Military personnel codes, organizational codes, authorization codes, and transaction codes are included.

AR 680-31, Military Personnel Asset Inventory and Information Reconciliation
Prescribes policies and procedures for reporting and accounting for military strength and for conducting the personnel asset inventory (PAI). Sets standards for reporting accurate personnel data; assigns responsibilities at each command level.

DA PAM 600-8, Military Personnel Management and Administrative Procedures
Provides guidance to military personnel offices and supported units in areas of internal organizational structure, functional responsibilities, and operational procedures. Discusses organization and division of functions, internal management, personnel actions, administrative support, military pay administration, and battalion unit administration.

DA PAM 600-8-1, Standard Installation/Division Personnel System - Unit Level Procedures
Provides administrative guidance and procedures for unit level organizations serviced by SIDPERS. Defines responsibilities of commanders, first sergeants, PSNCOs, and unit clerks with respect to SIDPERS. Facilitates Army-wide standardization of military personnel management and administration procedures in a SIDPERS environment.

See also Legal Services.

PERSONNEL QUALIFICATION RECORD
See Personnel Management

PERSONNEL SELECTION
Recruiting and Reenlistment:

AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army
Policy, eligibility requirements, and administrative procedures for applying for appointment in the Regular Army as a commissioned officer or warrant officer.

AR 601-270, Armed Forces Examining and Entrance Stations
Prescribes Armed Forces Examining and Entrance Station (AFEES) operational policies, functions, and procedures. Prescribes policies and procedures applicable to recruiting activities. Contains agency and command responsibilities for operation and support of AFEES. Implements instructions for processing of Selective Service Registrants.

AR 601-280, Army Reenlistment Program
Lists eligibility criteria and options currently available. Covers uniform procedures for immediate reenlistment of persons in Active Army.

DA CIR 601 series, Personnel Procurement
Provides standards for appointment and entry into various Army programs. Describes how to submit and process applications.

SUBJECT — JOB AID

PERSONNEL SELECTION (Continued)

DA CIR 611 series, Personnel Selection and Classification
Provides policies, procedures, and standards for selection and classification of personnel.

Special Assignment and Details:

AR 220-45, Duty Rosters
Prescribes procedures for the maintenance of duty rosters at all levels of command and in all types of organizations, using DA Form 6 (Duty Roster). Applicable to the Active Army and Army Reserve, and to the Army National Guard when in an inactive duty training, annual training, or mobilization status.

AR 614-100, Assignments, Details, and Transfers - Officers
Prescribes policy for assignments, details, and transfers of all officers on active duty. Includes processing of certain members desiring a terminal CONUS assignment.

AR 614-101, Officer and Warrant Officer Reassignment Policy
Prescribes policies for reassignment of officers and warrant officers between commands or units of the Army. Lists procedures for processing requests for reassignment, and restrictions on PCS of officers as individuals and as members of units.

AR 614-203, Assignment of Personnel with Physically, Emotionally, or Intellectually Handicapped Dependents
Establishes program that provides soldiers a means for identification to assignment authorities of dependents who have physical, emotional, or intellectual handicaps. Dependent's handicap and availability of treatment/education facilities are considered during the assignment selection process.

MOS Assignments:

AR 140-192, Organization, Training, Assignment, and Retention Criteria for Military Intelligence, Signals Intelligence, Electronic Warfare, and Signal Security Units
Prescribes criteria for enlisting, selecting, assigning, retaining, and training members of the U.S. Army Reserve, Military Intelligence, Signals Intelligence, Electronic Warfare, and Signal Security units.

AR 195-3, Acceptance and Accreditation of Criminal Investigative Personnel
Prescribes the selection process and standards for acceptance in the Army Criminal Investigation (CID) Program as CID special agents, criminal investigation laboratory technicians and criminal investigation supervisors. Provides for submission of applications. Establishes procedures for withdrawal of accreditation.

AR 350-224, Selection of Prime Power Production Specialists
Governs the selection and assignment of Regular Army enlisted personnel for Prime Power Production Specialist training.

AR 611-75, Selection, Qualification, Rating, and Disrating of Army Divers
Sets policies and procedures for the selection, qualification, rating and disrating of Army divers.

AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties
Enlisted MOS classification structure and career management fields used in the U.S. Army. Describes each MOS and CMF, including types of skills or duties required at each skill level. Lists related MOS/CMF.

SUBJECT — JOB AID

PERSONNEL SELECTION (Continued)
MOS Assignments: (Continued)

AR 614-103, Selection and Assignment of Officers in Military Intelligence
Prescribes prerequisites and procedures for application and acceptance of officers into the Military Intelligence Branch. Prescribes personnel management procedures specifically applicable to Military Intelligence officers.

AR 614-110, Assignment of Airborne Officers and Processing Volunteers for Training
Establishes procedures for assignment of airborne officers and warrant officers, and for processing volunteers for airborne training.

AR 614-162, Selection, Training, and/or Assignment of In-Service Officer Volunteers to Special Forces Organizations
Prescribes responsibilities and procedures for selecting officers for training and assignment to U.S. Army Special Forces organizations.

AR 614-200, Selection of Enlisted Soldiers for Training and Assignment
Describes reporting, selection, and assignment of enlisted personnel under the enlisted Personnel Management System. Prescribes general policies; describes the Enlisted Personnel Management System; discusses individual requests for PCS or deletion from assignment, attendance at service schools, CSM/SM selection and utilization, special programs/special forces, career development programs, and other specific organizations or activities.

Change of Station:

AR 614-6, Permanent Change of Station Policy
Prescribes PCS policy for all Army personnel. Discusses general policies, movement of units, DA-directed TDY to schooling in conjunction with PCS, fiscal year limitations, exemptions, delegations, authority to approve reassignments, and orders.

AR 614-30, Oversea Service
Provides policy guidance on eligibility and selection of military personnel for oversea service, and tour lengths for military personnel serving overseas.

PERSONNEL SEPARATION
See Personnel Actions

PETROLEUM PRODUCTS
See Supply - Unit

PHYSICAL FITNESS
See Health and Welfare

PHYSICAL SECURITY
See Security

PLATOON LEADERS
See Training Management

POLICY
See Personnel Management

POWER PRODUCTION
See Personnel Selection

PROPERTY ADMINISTRATION
See Supply - Unit

PROTECTIVE CLOTHING
See Safety

SUBJECT — JOB AID

PUBLICATIONS

DA PAM 310-1, Consolidated Index of Army Publications
Consolidated index of all current DA publications and blank forms. Also included are publications and blank forms used by the Army worldwide but published by other military services, DoD activities, and other government agencies.

REASSIGNMENT
See Personnel Selection

RECORDS MANAGEMENT
See Personnel Management

RECRUITING
See Personnel Selection - Recruiting and Reenlistment

REENLISTMENT
See Personnel Selection - Recruiting and Reenlistment

RESERVE OFFICER TRAINING CORPS (ROTC)
See Education Services

RETIREMENT
See Personnel Actions

RIFLE COMPANY
See Training - Field

SAFETY

AR 385-10, The Army Safety Program
Establishes the Army Safety Program. Prescribes policies, procedures, and guidelines for implementing the program, including OSHA and DoD requirements, throughout the Department of the Army. Applies to all commands, installations, and units of the Army, including the Army National Guard and U.S. Army Reserve.

AR 385-15, Water Safety
Sets forth responsibilities for the prevention of accidents to persons engaged in water activities.

AR 385-65, Identification of Inert Ammunition and Ammunition Components
Prescribes methods for positive identification of completely inert loaded or empty explosives or ammunition items and components, since stenciling, painting, applying of decals, or labeling alone are not considered satisfactory.

DA PAM 385-1, Unit Safety Management
Outlines Army safety organization and responsibilities for implementing the Army Safety Program at all echelons of the Army. Points up the magnitude of the accident problem within the Army; explains and defines the fundamentals of accident prevention; sets forth responsibilities and requirements for safety and accident prevention at various levels of command within the Army, with particular emphasis on the unit level. Establishes procedures and techniques for safety inspections, accident investigating and reporting, and analyzing accident data to determine corrective action to prevent recurrence. Primary safety problem areas within the Army are indicated, and listings of references and safety material sources are provided.

DA PAM 385-3, Protective Clothing and Equipment
Guide for the use and care of recognized occupational safety clothing and equipment. Provides guidance on selected OSHA standards.

DA PAM 385-6, Playing It Safe in the Water
Provides guidance to safety in swimming activities; gives basic DO and DON'T rules for drownproofing.

SUBJECT — JOB AID

SANITATION
See Health and Welfare

SCHOOLS
See Education Services

SECURITY

AR 190-11, Physical Security of Arms, Ammunition, and Explosives
Prescribes policies, responsibilities, standards, and procedures for physical security of sensitive conventional arms, ammunition, and explosives. Individual chapters provide detailed guidance and instructions for: security of arms; security of military ammunition and explosives; security of conventional guided missile systems and rockets; security of private, commercial, and special purpose arms and ammunition; transportation security; and missing or recovered firearms, ammunition, and explosives.

AR 190-13, The Army Physical Security Program
Defines staff and command relationships in the field of physical security; prescribes procedures for planning installation physical security; provides guidance on the conduct of physical security inspections for activities at each installation/facility determined to be mission essential or vulnerable to sabotage, theft, robbery, burglary, and/or other forms of criminal activity. Provides guidance in conduct of the annual installation physical security survey, and prescribes reporting procedures for applicable reports to HQDA.

AR 190-51, Security of Army Property at Unit and Installation Level
Establishes policy and security standards for safeguarding unclassified and nonsensitive Army supplies and equipment at the unit and installation level. Physical security standards are provided for various categories of property, and appendices provide additional guidance for: use and control of protective seals; storage structure security; keys, locks, and chains; perimeter fences, barriers, and protective lighting; marking of property; and intrusion detection systems.

AR 380-5, Department of the Army Information Security Program
Gives instructions and assigns responsibilities for the effective implementation and application of DoD Information Security Program policies. Establishes a system for classification, downgrading and declassification of information; sets forth policies and procedures to safeguard such information; and provides for oversight and enforcement.

AR 381-12, Subversion and Espionage Directed Against the U.S. Army (SAEDA)
Sets forth responsibilities, guidance, and procedures for the prompt recognition and reporting of incidents of attempted criminal subversion, sabotage, international terrorism, espionage directed against the U.S. Army and its personnel, or deliberate compromises of classified information. Provides for the training of Army personnel in such matters.

AR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material
Prescribes policy and procedures for granting, denial, and revocation of security clearances for access to classified defense information including RESTRICTED DATA and cryptographic information. Prescribes procedures for administrative termination of TOP SECRET clearances that are no longer required.

SUBJECT — JOB AID

SECURITY (Continued)

AR 604-15, Security Clearance of Personnel for Attendance at Continental United States (CONUS) Service Schools
Provides general instructions and requirements governing the clearance of officer and enlisted personnel, in accordance with AR 604-5 and other regulations as applicable, prior to attending CONUS service schools having prior security clearance as a prerequisite for attendance.

FM 19-30, Physical Security
Sets forth guidance for all personnel responsible for physical security. The basic reference for training of security personnel.

FM 30-17, Counterintelligence Operations
A general orientation to several types of counterintelligence elements. Describes the basic techniques and procedures employed by Army counterintelligence personnel in both peace and wartime situations.

See also Communications Security.

SEPARATION
See Personnel Actions

SIDPERS
See Personnel Management

SIGNAL SECURITY (SIGSEC)
See Communications Security

SIMULATORS
See Training Aids

SPECIAL FORCES
See Personnel Selection

STAFF ORGANIZATION

FM 101-5, Staff Officers Field Manual, Staff Organization and Procedure
Prescribes doctrine for staff organization and procedures. Outlines the responsibilities and duties most commonly performed by staff officers.

SUPPLY - INDIVIDUAL

AR 700-84, Issue and Sale of Personal Clothing
Prescribes policies and procedures for issue and sale of personal clothing. Describes systems for maintenance, replacement, and disposition of such clothing and conditions under which these systems apply.

CTA 50-900, Clothing and Individual Equipment
Prescribes allowances and, together with CTA 8-100 and CTA 50-970, constitutes the authorization document for individual and organizational clothing and individual equipment which is authorized to personnel of the Army components for procurement with appropriated funds. Includes allowances during peacetime and mobilization.

FM 21-15, Care and Use of Individual Clothing and Equipment
Guide for the use, care, and maintenance of clothing and equipment issued or sold for personal use.

SUPPLY - UNIT

AR 310-31, Management System for Tables of Organization and Equipment (The TOE System)
Establishes the Army Tables of Organization and Equipment (TOE) System. Prescribes policies, concepts, and procedures concerning the development, preparation, processing, review, approval, and publication of TOE documents.

ANNOTATED INDEX OF REFERENCES USED IN DEVELOPING JOB AIDS

SUBJECT — JOB AID

SUPPLY - UNIT (Continued)

AR 310-34, Equipment Authorization and Utilization Policies and Criteria, and Common Tables of Allowances
Prescribes documents which are used to establish requirements for and to authorize equipment to units and/or individuals, and/or makes reference to other appropriate regulations. Prescribes policies and guidance for inclusion of equipment in TOE, MTOE, TDA, JTA, and CTA. Prescribes policies and procedures to be followed by agencies charged with development, preparation, processing, review, approval, and publication of CTA. Provides reference for specifying quantities of equipment in TOE, MTOE, TDA, and JTA authorization documents. Established policies and assigns responsibilities for inclusion and exclusion of all major end items used with adapted sets, kits, outfits, and assemblages. Establishes overall DA equipment utilization management program and prescribes utilization criteria for those types of equipment not presently managed by other DA or DoD publications.

AR 703-1, Coal and Petroleum Products Supply and Management Activities
Establishes policies and procedures covering retail management of petroleum products, coal, and related items. Provides for logistic planning and programming actions required in the retail operation and management of petroleum supply and related services. Provides instructions for logistics relating to operations, resources, inventory accounting, reporting, and services to maintain optimum capability, flexibility, and use of facilities in interservice petroleum support.

AR 710-2, Supply Policy Below the Wholesale Level
Governs supply operations below the wholesale level. Provides policy for accountability and assignment of responsibilities for property issued to a using unit and accountability and management of stocks being stored for issue to a customer at direct, general, or installation supply support activities (SSA).

AR 735-11, Accounting for Lost, Damaged, and Destroyed Property
Prescribes accounting procedures to be used when DA property is lost, damaged, or rendered unserviceable through causes other than fair wear and tear, or is destroyed. Provides authorized methods by which responsible persons may obtain relief from property responsibility. Prescribes policy on such losses and pecuniary liability and sets forth minimum requirements for relief from property responsibility.

CTA 50-909, Field and Garrison Furnishings and Equipment
Authorization document to acquire certain common items of field and garrison furnishings and equipment.

DA PAM 703-1, Accounting for Bulk Petroleum at Unit and Installation Levels
Appropriate sections of various publications governing petroleum operations are consolidated in this pamphlet to provide personnel at the installation/unit level with a tool to use in accounting for bulk petroleum.

FM 10-14, Unit and Organization Supply (Manual Procedures)
Explains how to determine the allowances of equipment for units and organizations and how to obtain and account for equipment. Procedures explained are applicable to units and organizations operating under manual procedures.

SUBJECT — JOB AID

SUPPLY - UNIT (Continued)

FM 10-69, Petroleum Supply Point Equipment and Operations
Oriented toward tactical field operations, and deals with petroleum handling equipment and its use. Also explains Class III supply point operations.

SB 700-20, Army Adopted/Other Items Selected for Authorization/List of Reportable Items
Provides specific data relating to the Army Authorization Document System (TAADS) data base, the Army Type Classification System and Logistic Management Control data; delineating line item number, generic and NSN nomenclature, type classification code, logistic control code, and Reportable Item Control Code (RICC).

SUPPORT SERVICES

FM 54-9, Corps Support Command
Guidance on the organization and operation of a corps support command (COSCOM). Information related to combat service support provided by higher echelons within a corps. Discusses headquarters, personnel and administrative services, finance services, maintenance, transportation, supply, ammo, civil affairs, health services, SIGCOM and MP support, and rear area protection.

TAADS (THE ARMY AUTHORIZATION DOCUMENT SYSTEM)

See Supply - Unit

TACTICS

See Training - Field

TDA

See Supply - Unit

TELECOMMUNICATIONS

See Communications

TESTS

AR 611-5, Army Personnel Tests
Policy, responsibilities, and procedures governing procurement, administration, safeguarding, scoring, and release of Army personnel tests.

TO&E

See Supply - Unit

TRAINING

DA PAM 351-9, EPMS Master Training Plan
Provides information on NCOES training that is currently available or is planned.

FM 21-2, Soldier's Manual of Common Tasks (Skill Level 1)
Explains and demonstrates the Skill Level 1 tasks which apply to all soldiers in the Army, regardless of MOS. Gives tasks, conditions, and standards.

FM 21-6, How to Prepare and Conduct Military Training
Provides trainers with methods and techniques of preparing and conducting individual and collective training. Applies to any unit regardless of strength, mission, organization, or equipment.

Soldier's Manuals
Published for each MOS or MOS cluster, and for each skill level, Soldier's Manuals provide a list of all individual tasks in which the soldier in that MOS and at that skill level must be qualified. Provides task statements, conditions, and standards, and descriptive material designed to teach the soldier the tasks.

See also Education Services, Health and Welfare.

ANNOTATED INDEX OF REFERENCES USED IN DEVELOPING JOB AIDS

SUBJECT — JOB AID

TRAINING AIDS

DA PAM 310-12, Catalog of Army Training Devices
Reference handbook which identifies and describes training devices. It is not an authorization for requisitioning, stockage, or issue of equipment. For each training device, there is an illustration, descrip-tion, and other pertinent data which may be used to determine if the device can be used to support a training requirement.

TRAINING - FIELD

FM 7-10, The Infantry Rifle Company (Infantry, Airborne, Air Assault, Ranger)
Designed as a reference for the tactical employment of the company in offensive, defensive, and retrograde operations.

FM 21-18, Foot Marches
Describes planning procedures; duties of individuals; march training, discipline, hygiene, and safety.

FM 21-75, Combat Training of the Individual Soldier and Patrolling
Guide in the combat training of individual soldiers. Explains how to perform duties in combat, how to protect self, and how to defeat the enemy.

FM 31-70, Basic Cold Weather Manual
Explains the proper use of authorized equipment and field expedients to conduct military operations for extended periods of time under the most severe and varying cold weather climatic conditions.

FM 31-71, Northern Operations
Provides guidance on the effect of the environment on personnel, equipment, and operations in cold northern areas.

FM 71-1, The Tank and Mechanized Infantry Company Team
Describes how the company team functions as a part of a battalion task force in combat. Describes tactics to see, move, suppress, and destroy; and how the company team maintains control and supports itself in battle.

TRAINING MANAGEMENT

BTMS-AC-80-2, Battalion Training Management System Training Supervisor's Workshop
Workshop materials to teach first sergeants and command sergeants major about supervising training. Emphasis on performance-oriented training (individual and collective), evaluation of training, and proper use of Soldier's Manuals and ARTEPs.

FM 25-2, How to Manage Training
Establishes the doctrine by which the Army manages training. Provides commanders with a management process to plan training, take necessary resource actions, and evaluate soldier/unit proficiency, training, and training management. Contains sample planning documents and checklists.

ST 21-6-188-1, The Platoon Leader's Training Management Book
Planning document providing a systematic, self-correcting approach to platoon level training. Includes planning, training and evaluation, training status, and training aids and ideas. Provides forms for input to training and scheduled meetings.

TRAINING SERVICES
See Training Aids

SUBJECT — JOB AID

TRANSACTION CODES
See Personnel Management

TRANSFERS
See Personnel Selection

UNIFORM CODE OF MILITARY JUSTICE (UCMJ)
See Legal Services

UNIFORMS
See Supply - Individual

VETERINARY SERVICES
See Health and Welfare

WATER PURIFICATION
See Health and Welfare