



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

1
DTIC FILE CODE

DAPE-MPU (600g)

AUG 13 1987

MEMORANDUM FOR: Defense Technical Information Center, ATTN:
Acquisitions-FDAB, Cameron Station, VA 22304-6145

SUBJECT: Battalion Rotation After Action Report

1. The attached COHORT (Cohesion, Operational Readiness and Training) Battalion Rotation After Action Report is furnished for inclusion in your collection of materials used for study and research.

2. This after action report addresses the Battalion Rotation Test conducted in the summer of 1986. Eight COHORT battalions (2-Mechanized Infantry, 2-Airborne Infantry, 2-Field Artillery, and 2-Tank) rotated between the Continental United States and Europe during this period of time. The report covers Personnel and Administration, Operations, Logistics, Morale, Cohesion and Esprit. Additionally it contains a suggested sequence of events to be followed to facilitate future rotation of Army Units up to the battalion level of detail.

3. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, Major Command and USA Military Personnel Center after action reports, and site visits conducted by the Headquarters, Department of the Army Battalion Rotation Evaluation Team. The report is unclassified and the distribution of the report is unlimited.

4. Army Regulation 600-83, The New Manning System-COHORT Unit Replacement System, 27 October 1986 contains the basic policy and procedures for the formation, maintenance and deployment of a COHORT Rotating Battalion.

5. The office of record for the material is the Military Personnel Management Directorate, Office of the Deputy Chief of Staff for Personnel, HQ Department of the Army, Washington DC 20310-0300.

1 Enclosure
After Action Report

For *Michael C. Wells, LTC, GS*
JAMES R. STEWART
Lieutenant Colonel, GS
Chief, Unit Manning
Division

DISTRIBUTION STATEMENT

Approved for public release
Distribution Unlimited

DTIC
ELECTE
AUG 21 1987
S D

AD-A183 857

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE

AD-A183857

REPORT DOCUMENTATION PAGE

Form Approved
OMB No 0704-0188
Exp Date Jun 30, 1986

1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED			1b. RESTRICTIVE MARKINGS None		
2a. SECURITY CLASSIFICATION AUTHORITY NOT APPLICABLE			3. DISTRIBUTION/AVAILABILITY OF REPORT No Restrictions on Distribution of this Document		
2b. DECLASSIFICATION/DOWNGRADING SCHEDULE NOT APPLICABLE					
4. PERFORMING ORGANIZATION REPORT NUMBER(S) NONE			5. MONITORING ORGANIZATION REPORT NUMBER(S) NOT APPLICABLE		
6a. NAME OF PERFORMING ORGANIZATION Deputy Chief of Staff for Personnel		6b. OFFICE SYMBOL (If applicable) DAPE-MPU	7a. NAME OF MONITORING ORGANIZATION Same as item 6a		
6c. ADDRESS (City, State, and ZIP Code) HQDA (ODCSPER) Washington DC 20310-0300			7b. ADDRESS (City, State, and ZIP Code) Same as item 6c		
8a. NAME OF FUNDING/SPONSORING ORGANIZATION Not Applicable		8b. OFFICE SYMBOL (If applicable) NA	9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER NA (In House)		
8c. ADDRESS (City, State, and ZIP Code) Not Applicable			10. SOURCE OF FUNDING NUMBERS		
			PROGRAM ELEMENT NO. NA	PROJECT NO. NA	TASK NO. NA
11. TITLE (Include Security Classification) BATTALION ROTATION AFTER ACTION REPORT					
12. PERSONAL AUTHOR(S) None					
13a. TYPE OF REPORT FINAL		13b. TIME COVERED FROM 1984 TO 1986		14. DATE OF REPORT (Year, Month, Day) 1987, August, 10	
15. PAGE COUNT 39					
16. SUPPLEMENTARY NOTATION AR 600-83, The New Manning System-COHORT Unit Replacement System, 27 October 1986, contains the policy and procedures for the formation, maintenance and deployment of a COHORT Rotating Battalion					
17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)		
FIELD	GROUP	SUB-GROUP	COHORT, Cross-leveling, Turbulence, Accession Policy, Stabilization, Unit Life Cycle (See Reverse)		
NA	NA	NA			
19. ABSTRACT (Continue on reverse if necessary and identify by block number) This after action report addresses the Battalion Rotation Test conducted in the summer of 1986. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, Major Command and USA Military Personnel Center after action reports, and site visits conducted by the HQ Department of the Army Battalion Rotation Evaluation Team. Eight COHORT battalions (2 Mech Inf, 2 Airborne Inf, 2 Field Artillery and 2 Tank) rotated between the Continental United States and Europe during the summer of 1986. The report covers Personnel and Administration, Operations, Logistics, Morale, Cohesion and Esprit. It also contains a suggested sequence of events to be followed to facilitate rotation of Army units at the battalion level of detail.					
20. DISTRIBUTION/AVAILABILITY OF ABSTRACT ☒ UNCLASSIFIED/UNLIMITED ☐ SAME AS RPT ☐ DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED		
22a. NAME OF RESPONSIBLE INDIVIDUAL Unit Manning Division (ODCSPER) HQDA			22b. TELEPHONE (Include Area Code) (202) 695-1902		22c. OFFICE SYMBOL DAPE-MPU



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

10 AUG 1981

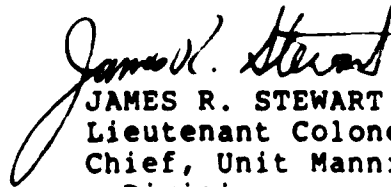
DAPE-MPU (600g)

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Battalion Rotation After Action Report

1. The HQDA Battalion Rotation After Action Report is forwarded for information herewith.
2. The purpose of this report is two fold: (1) Provide a summary of the observation made during the conduct of the rotation. (2) To provide a possible sequence of events for those organizations that may be required to conduct a move of this nature at sometime in the future.
3. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, DAOM and MILPERCEN after action reports and site visits conducted by the HQDA Battalion Rotation Observer Team.

Encl


JAMES R. STEWART
Lieutenant Colonel, GS
Chief, Unit Manning System
Division

DISTRIBUTION:

DEPUTY CHIEF OF STAFF FOR PERSONNEL, ATTN: DAPE-MP
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ATTN: DAMO-OD
DEPUTY CHIEF OF STAFF FOR LOGISTICS, ATTN: DALO-PLF

COMMANDER,
CINCUSAREUR & 7th Army, ATTN: (AEAGA-MM) (AEACC), APO NY 09043
U.S. ARMY FORCES COMMAND, ATTN: (AFPR-OM) (AFCG), FORT
MCPHERSON, GA 30330-5000
U.S. ARMY TRAINING AND DOCTRINE COMMAND, ATTN: (ATTG-C) (ATCG),
FORT MONROE, VA 23651-5000
U.S. ARMY TRADOC COMBINED ARMS TEST ACTIVITY, ATTN:
(ATCT-TSS-NMS), FORT HOOD, TX 76544
U.S. ARMY SOLDIER SUPPORT CENTER, ATTN: ATSG-DSN, FORT BEN
HARRISON, IN 46216-5060
WALTER REED ARMY INSTITUTE OF RESEARCH, ATTN: SGRD-UWI-A,
WASHINGTON, DC 20307-5100
U.S. ARMY SOUTHERN EUROPEAN TASK FORCE, APO NY 09168
2D ARMORED DIVISION, FORT HOOD, TX 76545
1ST CAVALRY, DIVISION, FORT HOOD, TX 76545

87 8 17 022

DAPE-MPU (600g)

SUBJECT: Battalion Rotation After Action Report

1ST INFANTRY DIVISION, FORT RILEY, KS 65422

82D AIRBORNE DIVISION, FORT BRAGG, NC 28307

2D ARMORED DIVISION (FWD), APO NY 09355

3D ARMORED DIVISION, APO NY 09030

1ST INFANTRY DIVISION (FWD), APO NY 09137

Accession For	
NTIS CRA&I	☒
DTIC TAB	☐
Unannounced	☐
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	



**HQ, Department of the Army
Battalion Rotation
After Action Report**

INTRODUCTION. This after action report addresses the Battalion Rotation Test conducted in the summer of 1986. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, MACOM and MILPERCEN after action reports, and site visits conducted by the HQDA Battalion Rotation Evaluation Team.

BACKGROUND. In 1981, the Army implemented a program, the New Manning System, designed to increase combat effectiveness by reducing personnel turbulence and fostering unit cohesion. One major component of this system is the Cohesion, Operational Readiness, and Training (COHORT) Unit Movement System. COHORT fosters a stable environment in which commitment to mission and readiness, soldier bonding and esprit de corps can flourish. Soldiers and their leaders are kept together in the same unit for longer periods of time.

COHORT started with a model designed to stabilize soldiers together in companies and batteries for 3 years, half of this time spent at a CONUS installation and the other half in Europe. In a variation of this model, certain COHORT companies and batteries were activated as non-rotating units and spent 3 years at the same location. A third variation of the model was implemented for rotation of COHORT companies and batteries to Korea, with two years in FORSCOM and one year in Korea. Under each of these models, COHORT units disestablished and were replaced by like-type units after three years.

As the Army increased the number of COHORT companies and batteries rotating to Europe, USAREUR began encountering difficulty absorbing the increasing number of soldiers assigned to disestablishing COHORT units, who still had 18 months of obligated service to complete as part of their overseas tour. In an attempt to solve this problem, the Army implemented COHORT Battalion Rotation as a test program in 1984 to capitalize on the advantages of COHORT while eliminating the strength management problems associated with the expansion of the company/battery COHORT program. Eight COHORT battalions (2 mechanized infantry, 2 airborne infantry, 2 field artillery, and 2 tank) rotated between CONUS and Europe in the summer of 1986. This after action report addresses the rotation of those eight battalions.

INDEX

ANNEXES

- A. Personnel and Administration
- B. Operations
- C. Logistics
- D. Morale, Cohesion, and Esprit
- E. Suggested Sequence of Events

PAGE

A-1

B-1

C-1

D-1

E-1

changing top-off requirement. Unprogrammed losses will always occur. Non-arrival of soldiers in the top-off package cannot be stopped completely, but it can be reduced. Consideration should be given to utilizing soldiers already on orders at the losing CONUS installation to fill shortages in the unit prior to rotation. AIT failures should be replaced at the training base, as they occur. Soldiers arriving at the OCONUS installation prior to the rotating unit are sometimes diverted, because the gaining UIC has not yet arrived in the MACOM. Top-off packages should have reporting dates after the gaining UIC has been moved to the new location.

2. Administration.

a. General. The execution of the FY86 battalion rotations was generally characterized by constantly evolving policy/guidance and management by exception. Two things contributed to confusion at all levels: late publication of the unit movement directive and a "change-as-you-go" execution methodology.

b. Very late arrival of the unit movement directive from HQDA created personnel management and transportation problems, because it was the "trip-wire" that put almost every other part of the rotation plan into motion. Coordination with Military Traffic Management Command (MTMC), Military Airlift Command (MAC) and the MACOMs indicates that the unit movement directive must be published at least 12 months prior to the scheduled deployment. The movement order can then be used to align cadre reenlistment dates, transfer non-deployables and start long-term personnel processing requirements (such as Exceptional Family Member Program processing and requests for concurrent travel).

c. During the pre-rotation phase, the rotation methodology was constantly evolving. This occurred because of an attempt at all levels to do what was best for the rotating units. On occasion a changing situation or a better idea would change a particular policy, piece of guidance, or OPLAN. What was not foreseen was the ripple effect on other policies, plans, or guidance. The biggest effects were invariably felt at the small unit level, where leader credibility was often damaged by what seemed to the soldier a stream of conflicting guidance. In after action reports at all levels, battalion to MACOM, a recurrent theme was that a plan should be made early on and every effort should be made to avoid changing it.

d. Exceptional Family Member Program. The current method of processing applications is too complicated and slow. There is normally a six month delay from the time a soldier submits the paperwork until he is advised of the final decision. Some soldiers were still awaiting orders when it was time to depart on PCS leave. The problem was caused, in part, by the late

formulation of the unit movement order. The problem can be corrected by:

(1) Insuring timely publication of the unit movement order.

(2) Streamlining the EFMP evaluation process.

(3) Prescreening soldier applications for the program to weed out unnecessary applications.

e. Records shipment. Soldiers were not authorized to carry their personnel, finance, and medical records with them during the deployment. Records were therefore shipped separately. This shipment was unsuccessful in that personnel, finance and medical records often did not arrive prior to the soldier. This caused difficulties for some soldiers in obtaining financial and medical assistance while on PCS leave. Some soldiers arrived at the new duty station prior to the arrival of their records, and this delayed the inprocessing of the soldiers and their families. The soldiers generally regarded the separate shipment policy as an overreaction to the Gander accident. Additional copies of critical documents, such as dental x-rays and emergency data forms, could be maintained at the old duty station until the service member's safe arrival at the new duty station was confirmed. The soldiers could then carry their records with them.

f. Married Army Couples Program. There are basically three types of married Army couples that were involved in the battalion rotations:

(1) Those already assigned to the battalion prior to formation.

(2) Those assigned during formation.

(3) Those that were married subsequent to assignment. There were examples in each of these cases where the spouse in the rotating unit was to be deployed, but the spouse in the non-rotating unit was not yet eligible to deploy (because of DEROS date, FORSCOM time-on-station, etc.). Army Regulations 614-100 (Officers) and 614-200 (Enlisted) make no special allowance for the unique circumstances relative to a soldier's assignment to a rotating unit when the non-COHORT spouse is not eligible for overseas movement or return from overseas. Consideration should be given to waiving the CONUS time-on-station requirement as it relates to the spouse of a member of a rotating battalion. All other qualifying criteria would continue to be required. Additionally, authority should be given to OCONUS MACOMs to adjust (curtail) the non-COHORT soldier's tour to coincide with

that of the soldier whose unit is returning to CONUS. Alternatively, records should be screened during the formation period to avoid assignment of soldiers that will have a joint domicile problem.

APPENDIX I (STRENGTH PROFILES), TO ANNEX A

<u>Unit</u>	<u>Authorized</u>			<u>Assigned (% of Auth) **</u>		
	<u>Off</u>	<u>Enl</u>	<u>Total</u>	<u>Off</u>	<u>Enl</u>	<u>Total</u>
1-14 IN	47	698	745	38 (81%)	634 (91%)	672 (90%)
3-41 IN	42	695	737	36 (86%)	616 (87%)	652 (89%)
2-5 FA	51	658	709	41 (80%)	623 (95%)	664 (94%)
4-5 FA	46	567	613	*32 (70%)	550 (97%)	582 (95%)
2-5 CAV	42	510	552	38 (90%)	449 (88%)	487 (88%)
2-33 AR	42	510	552	41 (98%)	533 (105%)	574(104%)
3-325 IN	39	698	737	41 (105%)	634 (91%)	675 (92%)
4-325 IN	39	715	754	32 (82%)	614 (86%)	649 (86%)

* 6 Officers will link-up with Bn at Ft Riley (83%).

** At rotation.

ANNEX B: OPERATIONS

1. Budget. No additional funding was provided for the conduct of the battalion rotations. In general, unfunded requirements arose in four categories: TDY expenditures associated with specific agency responsibilities in battalion rotation, civilian temporary hires/overtime, transportation, and shipment of records. The expenditure of funds directly attributable to the battalion rotations averaged \$30,950 per battalion in CONUS and \$80,833 per battalion OCONUS. The disparity between these two figures is attributable to economies of scale possible on the larger FORSCOM installations and the increased distances involved in transportation activities OCONUS. Lack of funding for the rotations forced the installations and military communities to divert funds to support the movements. Particularly in Europe, the military communities could not support the personnel requirements, transportation needs and supply services costs without disrupting the normal budget process and taking funds from other community programs. For future rotations, MACOMs should include funding projections in the normal Army budget process.

2. Readiness. Based on an examination of unit status reports, the battalion rotations did not significantly affect unit status reporting. There was an average of three months when units were not required to report due to rotation. In FORSCOM readiness downtime was attributable to the block leaves taken by each battalion and the predeployment/post deployment processing periods. In USAREUR, although there was no problem with block leaves, there was a period of time when each battalion's mission readiness was degraded based on the unit's unfamiliarity with the General Defense Plan mission. Train-up periods varied between units, based upon their actual mission. Some degradation of readiness was noted due to force modernization initiatives in a few units, but these could have been eliminated if the rotated units were compatible based on standard requirements code (SRC).

3. Training.

a. Some coordination problems occurred in the training arena. One unit arrived in FORSCOM from USAREUR and found that their parent headquarters had failed to anticipate their future requirements in support of training, to include: forecasting of ammunition, training resources and training time. Upon arrival, the advance party developed the major training events calendar for FY87 and projected a budget. They then had to compete for 4th quarter, FY86 training resources and range allocations after the locally imposed suspense date. In future rotations the planning staff in the gaining headquarters must conduct proper staff coordination, and actions must be taken to include the

rotating units in annual training plans. In the absence of the unit the higher headquarters must also ensure that its interests receive proper attention during the allocation of resources.

b. Numerous comments were received from the rotating units concerning their ability to conduct meaningful training prior to and following rotation. The loss of significant training time seemed to be independent of the point of unit origination and varied from 60 to 120 days. An examination of comparison battalions not involved in battalion rotation also showed a significant decrease in individual and collective training during the summer months. This decrease in training was characteristic of all battalions examined regardless of battalion rotation participation or location. An examination of the training and support missions of the non-rotating battalions indicated that summer commitment to ROTC support and Reserve Component Training missions were the primary reasons for the decrease in individual and collective training.

ANNEX C: LOGISTICS

1. Transportation.

a. Staff planning. The staff planning and coordination activity on the HQDA staff was the Operations Branch, Unit Manning System Division, ODCSPER. In retrospect ODCSPER was not prepared to handle this staff coordination responsibility, because they had no mechanisms in place to automatically conduct coordination with other appropriate agencies. For future rotations, ODCSOPS must be the staff coordinator (doctrinally, they have responsibility for unit movement) and ODCSLOG must be involved early on. Further, the Military Airlift Command (MAC) and the Military Transportation Management Command (MTMC) must be alerted early. Their late involvement appeared to be a function of the late dissemination of the unit movement directive/unit movement orders.

b. Time considerations. MTMC and MAC indicate that notification of unit deployments should arrive one year prior to deployment. The unit movement directive (UMD) should identify the unit deployment date and approximate size of the unit. The UMD should be the key coordination document used by the Army Staff, MTMC and MAC to energize the Army transportation/movement planning cycle. When the UMD is received at installation level, timely dissemination of the unit movement order is required to initiate and effect coordination between the installation transportation office and the unit.

c. Bottom up planning. Unit commanders were given wide latitude in planning portions of the movement, to include movement dates, type of aircraft (SAAM or CAT-B) and APOD/APOE. This bottom up planning approach proved to be a frustrating experience for the battalions. Units were responsible for planning and coordinating an operation for which they were neither structured nor familiar with the requirements. The units were not knowledgeable of data requirements and lead times required to effect coordination and were forced to be reactive rather than proactive. Future battalion rotations should be planned from the top down. ODCSOPS should be the planning/ coordinating agency, ODCSLOG must be involved, and MTMC and MAC should be allowed to do their jobs in planning the movement.

2. Housing.

a. General. Exceptions to existing housing policies contained in AR 210-50, Family Housing Management, AR 210-51, Army Housing Referral Services Program, and AR 210-11, Billeting Operations were made to accommodate the requirements of the

rotating battalions. Housing requirements and the impact on non-COHORT soldiers and families were considered in all exceptions to policy. Individual community/installation commanders were allowed to establish housing policies that best met the needs of their particular situations.

b. Garlstedt. To provide an equitable share of housing to 1-41 IN, 2AD(F) used a "fair share" plan to allot housing. 1-41 IN occupied 127 of 137 sets of quarters offered. Although more than 127 sets of quarters were required, the battalion chose not to occupy quarters when the number of bedrooms exceeded a family's requirements. Personnel receiving quarters immediately were placed in transient quarters and the school dorm in Bremerhaven. In March 1986, the commander of 1-41 IN received a letter from 2AD(F) allotting quarters to his battalion. He also received the option of assigning those quarters to personnel within the battalion, which he accepted. The quarters were assigned IAW applicable regulations in advance of the deployment, and the remaining families were placed on a waiting list.

c. Fort Hood. Fort Hood fenced quarters for personnel in 3-41 IN and 2-33 AR who were eligible and had command sponsored family members in Europe. Quarters were held open for incoming families for as much as 89 days. When the families arrived, they were generally placed in quarters and received their household goods within 48 hours. The installation calculated that the loss to the government in BAQ paid to soldiers was approximately \$145,000, and the saving to the government in unexpended TLE and BAQ was about \$125,000. It was noted by installation representatives, however, that this figure does not take into account the reduced furniture storage costs realized by rapidly moving personnel into quarters.

d. Kirchgoens. In 3AD, the decision was made to house 2-5 CAV personnel in government housing being vacated by 2-33 AR personnel to the maximum extent possible. Landlords were also asked to hold private rentals vacant until arrival of the incoming personnel. Contract quarters cleaning was provided for government controlled family and bachelor quarters; therefore, quarters occupants remained in their quarters until their departure date, resulting in a reduction of TLA payments.

e. Neu Ulm. The housing policy in Neu Ulm was basically the same as that in Garlstedt and Kirchgoens except that the majority of private rentals were new acquisitions and any assumptions of existing leases by new arrivals were coincidental. Neu Ulm has always had ample housing to allow concurrent travel, and this was the case with the arrival of 2-5 FA. Approximately 200 sets of quarters were vacated by outgoing 4-5 FA families and, for the most part, they were reoccupied by incoming 2-5 FA personnel.

f. Vicenza. Based on community population, it was determined that 39% of eligible soldiers and families were in government quarters; therefore, quarters were allocated to 39% of the eligible soldiers in 3-325 IN. The Vicenza Military Community also established a policy that eligible junior enlisted personnel with more than a two-bedroom requirement would be housed in government quarters. Sufficient private rentals were available to house those families not assigned government quarters upon arrival.

g. Fort Bragg. An agreement between XVIII Airborne Corps and SETAF resulted in 47 sets of government quarters being set aside for the incoming battalion. These quarters were assigned by the Battalion Commander. All other personnel were placed on the waiting list. Housing did not appear to be a major issue, because most of the career soldiers were on an "airborne railroad" to Fort Bragg anyway. In addition, the movement of a special forces unit to Fort Campbell on a timeline that approximated the main body rotations made more government quarters available than usual.

h. Fort Riley. Fort Riley gave the soldiers in the arriving battalion 30 days "headstart" on the housing list over what they normally would have had based on their arrival date. No other special considerations were given. This policy caused a morale problem in 4-5 FA when they learned that the policies at other installations were different.

ANNEX D: MORALE, COHESION, AND ESPRIT

1. General. It is important to view the Battalion Rotation Test as more than the simple movement of eight battalions from one side of the ocean to the other. Each unit went through a unique lifecycle. They experienced a series of events that had an important impact on individual unit members, on the companies and batteries that make up each battalion, on the sister battalions of the losing and gaining divisions, and on the military communities.

2. Unit formation.

a. Battalion rotation really began in 1984 when the soldiers in four CONUS and four OCONUS battalions learned that their units had been designated to participate in a major Army initiative, the movement of eight entire battalions as part of a FORSCOM-USAREUR rotation. While there were HQDA generated ground rules for the personnel actions necessary to form each of these units, there were two situations that became especially problematical. Both involved the NCO cadre for the units.

b. One of the COHORT personnel guidelines required career soldiers to spend a minimum of 48 months with a battalion before becoming eligible for transfer to other duties. There were very few exceptions to the requirement. During the period just prior to the official "formation" date for the battalions there was a lot of NCO turbulence with many NCOs attempting to find ways to leave the battalion before they were "locked-in." In some cases these efforts to leave were to avoid what were considered lengthy COHORT assignments.

c. The second negative impact of unit formation was the assignment of some NCOs from CONUS assignments to the overseas battalion scheduled to rotate back to FORSCOM. A USAREUR decision not to cause a "dufflebag drag" for USAREUR soldiers resulted in some NCOs being assigned to USAREUR for periods of less than 18 months. There were some married NCOs who were allowed to come to USAREUR on an accompanied tour even though they would not be able to complete a 36 month tour. There were other NCOs that arrived in USAREUR thinking that they were there for a 36 month accompanied (deferred travel) tour only to find out that their families would have to be called and told that they could not come to Europe. While the actual number of career soldiers who experienced this treatment was small, the distribution was such that everyone heard about them. As in the initial phase of company deployments, one of the major effects of these negative personnel impacts was to make the term "COHORT"

the symbolic focus of everything thought to be wrong with the unit.

d. A unit movement en masses amplifies the normal effects of an individual movement. In units where soldiers were not well informed, unit members often perceived themselves as having been chosen as guinea pigs/victims in a test designed to demonstrate that the Army could save money through unit movement. This led many soldiers to feel that they were entitled to special considerations in the course of their move, and these expectations were not realized.

3. Sustainment.

a. In two of the four FORSCOM battalions, the sustainment period (from unit formation until three to six months before rotation) was a period of relative stability which provided an opportunity for the development of both horizontal and vertical relationships within the companies and batteries and an "identification" with the battalion. The other two CONUS battalions continued to experience significant internal and external personnel turbulence during the sustainment period, particularly among the leaders.

b. During the sustainment period the four USAREUR battalions were heavily engaged in field training. For two of the battalions, the latter part of the period focused on force modernization activities which included considerable time preparing major items of equipment for turn-in.

4. The actual rotation.

a. Considering the size of the operation and the number of things that could have gone wrong, most of the soldiers and family members who traveled to or from USAREUR were pleased with the move itself. Individuals who had experienced a prior military move as an individual, or as an individual family, reported that they considered it to be the best PCS move in their careers. There were numerous stories told of unit members (and their families) helping each another before during and after the movement.

b. All of the battalions moving from FORSCOM to USAREUR used a similar movement methodology. The battalions rotating back to CONUS either moved to their new location as a group, settled in, and then went on leave, or they went on leave as soon as they arrived on the East Coast and then traveled to the new location on their own. If there was a preferred approach, the families seemed to prefer the plan that brought everyone back to the new location and then allowed individuals to take leave. Their preference was generally expressed in terms of having sufficient

time to get settled in at the new location before their duty requirements began.

5. Families.

a. Considerable effort was expended to establish communication with the soldiers' wives, but a number still complained about lack of information from and contact with the Army. Even though battalion-wide briefings were held and newsletters were sent to each wife, many women complained that they did not know when they were moving. Generally, the battalion-wide meetings made an especially poor forum because of bad acoustics, ambient noise, and a lack of opportunity for personal involvement, but the information dissemination problem was principally due to other causes. The Army is not organized to support efforts on the part of the unit to keep in touch with and provide information to families. The living arrangements of the married junior enlisted population are very fluid. A wife will frequently leave for weeks or months during periods of heavy field duty. Households are moved to be nearer friends or to save a few dollars a month in rent. Maintaining accurate rosters of names and addresses is a difficult and time consuming task. Monitoring and updating mailing lists takes hours each time it is done. Finally, externally forced changes in plans make information dissemination difficult. Even with the challenges, however, most of the wives' high expectations concerning the move were met, and they were extremely pleased with the move and the care they received.

b. During the planning for the battalion rotations, concern was voiced over possible disruption of community services. Disruption of community services did not occur, but there were some misperceptions about the availability of such services. For example, in one community ACS received new supplies because of the rotating battalion, and it was incorrectly believed that they were reserving those items only for that battalion. Housing offices were believed to have actually moved families out of quarters to make room for the rotating battalions. There was no basis in fact for these beliefs, but they were a source of considerable anger and resentment in some communities.

ANNEX E: SUGGESTED SEQUENCE OF EVENTS SUGGESTED

<u>EVENT #</u>	<u>R-DATE</u>	<u>PROPONENT</u>	<u>EVENT</u>	<u>PREREQUISITE EVENT</u>
1	R-420	DA, DCSOPS	UNIT MOVEMENT DIRECTIVE PUBLISHED	
2	R-400	DIV POC	OCONUS STAFF COORDINATION VISIT TO CONUS INSTALLATION	
3	R-365	DA, DCSOPS	BEGIN CHANGEOVER OF POMCUS STOCK FOR NEW BAT- TALION, AS REQUIRED	
4	R-353	G3	PUBLISH DRAFT ROTATION PLAN	
5	R-350	S3	BRIEF FOR SOLDIERS	
6	R-336	DIV POC	DIVISION IPR	
7	R-330	S1	DEPENDENT BRIEF	
8	R-310	DIV POC	CONUS STAFF COORDINATION VISIT TO OCONUS COMMUNITY	
9	R-300	CDRS	BY NAME LIST OF ALL PERSONNEL TO BE ON THE ADVANCE PARTY DEVELOPED	
10	R-300	CDRS	INITIAL LIST OF HOUSING REQUIRE- MENTS & POV'S TO BE SHIPPED	
11	R-282	S1	EXTENSION REQUESTS SUBMITTED TO RPC AND/OR PAB	
12	R-271	AG	COMPLETE APPROVAL	10

ACTIONS ON EXTENSION REQUESTS

13	R-271	S4	ORDER NEW SHOULDER PATCHES THRU G-4	
14	R-271	SURG	START 100% INVENTORY OF MEDICAL RECORDS WITH DE- PLOYMENT ROSTER	
15	R-264	S1	NONDEPLOYABLES IDENTIFIED	
16	R-254	AG	PERSONNEL REQUISITIONS TO MILPERCEN	
17	R-253	DIV POC	OPLAN ANNEXES DUE TO G-3	
18	R-240	BDE S-4	INITIATE REQUEST TO AAFES FOR STOCKAGE OF GAINED BN CRESTS	
19	R-240	S1	COORDINATE OFFICER ADVANCED COURSE ENROUTE FOR SELECTED OFFICERS.	
20	R-239	G3	DISTRIBUTE FINAL OPLANS	16
21	R-234	AG	NONDEPLOYABLES REASSIGNED	14
22	R-229	S1	PUBLISH TDY ORDERS FOR OCONUS BN LIAISON VISIT TO CONUS INSTALLATION	
23	R-226	DIV POC	DIV IPR # 2	
24	R-226	AG	ALL DERIVATIVE UIC'S IN EFFECT	
25	R-219	BNXO	OCONUS BN	21

			COORDINATION VISIT TO CONUS INSTALLATION	
26	R-218	S4	INPUT DUE FOR SHUTTLE BUS SUPPORT	
27	R-213	S1	TRANSPORTATION INFO DUE TO DIO ON HHG	
28	R-213	DIO	DPP ROSTER DUE	
29	R-213	DIO	COORDINATE NEO BRIEFING AT CONUS INSTALLATION	
30	R-213	DIO	UNIT TAT AND NAT REQUIREMENTS IDENTIFIED	
31	-212	DIO	REQUEST SUBMITTED TO MILITARY AIR- LIFT	29
32	R-208	BDE STAFF	COORDINATE WITH BN CONCERNING LISTS OF AR'S, TM'S, ETC TO BE ON HAND AT THEIR DEPARTURE	
33	R-205	S4	INITIAL COMPONENT HR/SC LISTING PER- PARED/ORDERED	
34	R-191	BDE S1	BRIEF BDE CDR ON SPONSORSHIP PRO- GRAM	
35	R-187	DIV POC	DIV IPR # 3	
36	R-185	S3	SOLDIER AND DE- PENDENT BRIEF ON UNIT MOVE	
37	R-183	S1	DISTRIBUTE HANDOUT ON FINANCE ENTITLE- MENTS	
38	R-183	CDRS	IDENTIFY EXPECTANT WIVES; COMPANY	

PROVIDE THE BN P.A.
WITH ACCURATE LISTING
TO INCLUDE EXPECTED
DELIVERY DATE

39	R-180	S1	SEND UNIT ALPHA ROSTER TO GAINING BDE S1	
40	R-180	S2	PROCESS ATF FORMS 6 FOR OCONUS PRIVATE WPNS	
41	R-179	CDRS	BY NAME, LIST OF MAIN BODY FIGHTS TO S1	
42	R-179	G1	LOCK-IN DATE, PROVIDE MILPERCEN AND GAINING DIV WITH ROSTER OF DEPLOYING OFFICERS AND CAREERISTS	
43	R-179	AG	ORDERS REQUIRED FOR ADVANCED PARTY PERSONNEL TAKING LEAVE (FLIGHT #1)	8
44	R-179	S1	FINAL, BY NAME LIST OF HOUSING REQUIRE- MENTS	
45	R-179	S1	DEPARTING UNIT PRO- VIDES LIST OF HOUS- ING UTILIZED BY THEIR PERSONNEL	
46	R-179	S1	EXCHANGES OF LNO'S	8
47	R-179	DISCOM	DELIVER SHOULDER PATCHES TO BN	12
48	R-164	DIO	ADVANCE PARTY PERSONNEL TAKING LEAVE (FLIGHT #1) HAS INITIAL TRANS- PORTATION APPOINT- MENTS	26, 42
49	R-164	DEH	HRO NOTIFIES LANDLORDS OF THOSE LIVING IN ECONOMY	

			HOUSING (ADVANCE PARTY)
50	R-164	S1	CPO NOTIFIED FOR THOSE FAMILY MEMBERS EMPLOYED BY U.S. GOVERNMENT THAT ARE DEPARTING W/ADVANCE PARTY
51	R-164	AG	ORDER SUFFICIENT # CHANGE OF ADDRESS CARDS TO HANDLE MAIN BODY MOVE
52	R-163	G1/AG	COMPLETE NCO SCHOOLS PLAN
53	R-163	SURG	COMPLETE 100% INVENTORY OF MEDICAL RECORDS WITH DEPLOYMENT ROSTER
54	R-162	BN CDR	90 DAY FLIGHT MANIFEST LOCK IN, ADVANCE PARTY (FLIGHT #1)
55	R-162	S4	INITIAL COMPONENT HR/SC LISTING PREPARED/ORDERED
56	R-162	ALL	WELCOME PACKET FACT SHEETS TO BDE
57	R-157	S1	PROVIDE BY NAME 41 LIST OF MAIN BODY TO MILCOM AND DIV; IDENTIFY DEPARTURE GROUPS
58	R-152	S1	MAIN BODY FLIGHT INFO PREPARED
59	R-150	AG	ORDERS REQUIRED FOR ADVANCE PARTY PERSONNEL NOT TAKING LEAVE (FLIGHT #2)

60	R-149	S4	PUBLISH CIF LOI	
61	R-149	DIO	SUBMIT AIRCRAFT REQUEST FOR MAIN BODY	29, 56
62	R-149	S1	FINAL BY NAME LIST OF HOUSING REQUIREMENT TO GAINING INSTAL- LATION/MILCOM	
63	R-146	DIO	ADV PARTY INDIVIDUAL TRANSPORTATION APPTS	
64	R-144	S1	60 DAY ADV PARTY POM	
65	R-145	DIO	SHORT ADV PARTY HOUSEHOLD GOODS PICK UP	
66	R-136	G4	FINAL COORDINA- TION ON AIRLIFT FOR UNIT MOVE- MENT (MAIN BODY)	
67	R-136	G4	PROVIDE LISTING OF MTOE AND STATION PROPERTY TO TURN-IN, TRANSFER OR MOVE	
68	R-136	DEH	HRO NOTIFIES LANDLORDS FOR THOSE IN ECONOMY HOUSING. (MAIN BODY)	
69	R-136	S2	CPO NOTIFIED FOR THOSE FAMILIES WITH EMPLOYED DEPENDENTS DEPART- ING W/MAIN BODY	
70	R-136	S1	ADVANCE PARTY PERSONNEL TAKING LEAVE (FLIGHT #1) INITIATE OER/EER	8, 42, 47

SUSPENSE ACTIONS

71	R-136	G2	COMPLETE DEVELOP- MENT OF A MOVEMENT PLAN FOR CLASSIFIED MATERIAL
72	R-135	DIO	UPDATE ON AIRCRAFT REQUEST (MAIN BODY)
73	R-135	BDE S4	INSPECT THAT ALL COMPONENT LIST- INGS FOR 100% IN- VENTORIES ARE PRESENT
74	R-135	DIO	FINALIZE SUPPORT REQUIREMENTS WITH BDE (PROVIDE DF TO BDE)
75	R-135	G3	CONUS S.A. DRIVERS BOOKLETS TO OCONUS BN
76	R-132	CDR	90 DAY FLIGHT MANI- FEST LOCK IN, ADVANCE PARTY (FLIGHT #2)
77	R-131	OCONUS S2	HAVE LESSON PLANS PREPARED TO GIVE TO CONUS PERSONNEL ON COORDINATION VISIT ON THE FOLLOWING SUBJECTS: SMLM, 1K-ZONE & TERRORIST THREAT
78	R-129	BN XO	CONUS BN COORDINA- TION VISIT TO OCONUS LOCATION
79	R-121	DEH	HOUSING TERMINATION LOI DUE TO BN
80	R-120	G3	USAREUR DRIVER TESTING TEAM AD- MINISTERS TEST AT CONUS INSTALLATIONS
81	R-119	BDE S4	100% INVENTORIES 72

BEGIN WITH PRINT
OUT FROM DIVISION
PROPERTY BOOK OFF-
ICER. SAME AS
CHANGE OF COMMAND
INVENTORIES

82	R-116	S1	ADVANCE PARTY PER- SONNEL TAKING LEAVE (FLIGHT #1) DPP ACCOUNTS TRANSFER- RED	8,40,45,53
83	R-111	DIO	ALL OCONUS ADVANCE PARTY PERSONNEL TAKING LEAVE (FLIGHT #1) SHIP POVS	47
84	R-110	S1	ADV PARTY 30 DAY POM	
85	R-105	DIO	REQUEST AIRCRAFT FOR MAIN BODY	50
86	R-105	S1	ADVANCE PARTY PER- SONNEL NOT TAKING LEAVE (FLIGHT #2) INITIAL OER/EER SUSPENSE	8,58,69
87	R-105	S3	REQUEST ORT EXCLU- SION FOR BNS, RPC, BDE HHC	
88	R-105	S1	INVENTORY ALL PUB- LICATIONS AND BLANK FORMS ON HAND AND ORDER/STOCKPILE THOSE NEEDED TO MAINTAIN OPERATION- AL CONTINUITY ONCE NEW BN ARRIVES	
89	R-105	DTO	CONFIRM ADVANCE PARTY AIRCRAFT	
90	R-105	DIO	GROUP HHG BRIEF FLT A + 1/3 E	
91	R-104	DIO	GROUP HHG BRIEF FLT D + 1/3 E	

92	R-103	DIO	GROUP HHG BRIEF FLT C + 1/3 E	
93	R-103	DEH	BARRACKS. FURNITURE CONFERENCE	
94	R-100	DIO	GROUP HHG BRIEF FLT B + MAKE UP	
95	R-100	CDR	NO FURTHER FIELD DEPLOYMENTS	
96	R-99	S4	SUPPLY SGT UPDATES ALL SUB-HAND RECEIPTS	
97	R-96	RPC/AG	ORDERS FOR MAIN BODY COMPLETED	
98	R-92	DIO	GROUP HHG BRIEF MAKE- UP	
99	R-92	S4	MAIT ASSISTANCE VISIT	
100	R-91	CDR	90 DAY FLIGHT MANIFEST LOCK IN 2/33 FLIGHT A	
101	R-91	S2	ENSURE THAT BDE S2 RE- REIVES THE LATEST SEC- URITY ACCESS ROSTER AND THAT ALL KEY PERSONNEL RECEIVING THE INITIAL GDP BRIEFING HAVE A SECRET CLEARANCE	
102	R-91	DIO	CONFIRM BUSES, TRUCKS TO PICK UP ADV PARTY	
103	R-91	DIO	INDIVIDUAL HHG/TRANS COUNSELING (MAIN BODY)	
104	R-91	DISCOM	REQUEST BUSES/TRUCKS TO PICK UP INCOMING BN ADV- ANCE PARTY	
105	R-90	S1	ADVANCE PARTY PERS- NOT TAKING LEAVE (FLIGHT #2) CHANGE OF ADDRESS CARDS	8,58
106	R-90	S4	CLEAR SUB HAND RECEIPTS (FLIGHT #2)	

107	R-89	CDR	90 DAY FLIGHT MANIFEST LOCK IN FLIGHT B
108	R-85	S4	ADVANCE FLIGHT 1 CLEARS CIF
109	R-85	S4	ADVANCE FLIGHT 2 CLEARS CIF
110	R-85	CDR	90 DAY FLIGHT MANIFEST LOCK IN FLIGHTS C & D
111	R-84	S1	ADV PARTIES 10 DAY POM
112	R-82	SUPPLY	UPDATE ALL SUB-HAND RE- CEIPTS. ALL EQUIPMENT ISSUED AND POSTED TO SUB- HAND RECEIPTS
113	R-82	S1	ADVANCE PARTY TAKING LEAVE (FLIGHT #1) TURN IN RATION CARDS AND AWARDS PRESENTATION
114	R-81	CDR	FINAL MANIFEST LOCK IN ADVANCE PARTY (FLIGHT #1
115	R-78	CDR	90 DAY FLIGHT MANIFEST LOCK IN FLIGHT E
116	R-76	S4	INVENTORIES COMPLETED. REPORTS OF SURVEY (ONLY) INITIATED
117	R-76	DIO	MTMC PROVIDE INFO ON LOCAL AGENTS
118	R-76	DISCOM	ADVANCE PARTY TAKING LEAVE. (FLIGHT #1) CLEARS QTRS AND DEPARTS.
119	R-76	DISCOM	CONFIRM BUSES TRUCKS FOR INCOMING ADV PARTY
120	R-75	S2	TURN IN COMBINATIONS FOR THE BN S2 VAULT AND ALL SECURITY CONTAINERS TO BDE S2.
121	R-75	S2	INVENTORY WAR LOAD AND

			OPERATIONAL/TRAINING LOAD OF MAPS	
122	R-75	S4	PREPRINTED HAND RECEIPTS AND SUBHAND RECEIPTS PREPARED	
123	R-75	MILCOM/ INSTAL- LATION	FLIGHT #1 PROCESS- ING BEGINS	116
124	R-68	SUPPLY SGT	UPDATE HR W/PBO. ALL TRANSACTIONS POSTED TO HAND RE- CEIPTS. ALL ISSUES COMPLETED	
125	R-68	ADV PARTY	FLIGHT #1 INPROCESS- ING FINISHES	
126	R-67	ADV PARTY	FLIGHT #1 BEGINS LEAVE	
127	R-63	S2	PURGE ALL CLASSIFIED HOLDINGS IN BN. ENSURE PROPER IDENTIFICATION AND MARKINGS EACH RE- MAINING DOCTUMEN/ OVERLAY. CONDUCT A WRITTEN 100% INVEN- TORY OF ALL SECRET CLASSIFIED HOLDINGS. SUBMIT ORIGINAL TO BDE S2 AND RETAIN ONE COPY	
128	R-63	DIO	ALL HOUSEHOLD GOODS INVENTORY FORMS (MAIN BODY) TURNED INTO ITO	
129	R-61	DIO	OCONUS BN NON-TEMP STORAGE INFO TO CONUS INSTALLATION (MAIN BODY)	
130	R-61	S1	60 DAY POM FLIGHT A	
131	R-61	DIO	HHG PICK UP STARTS	116
132	R-57	S1	INITIATE OER/EER	

SUSPENSE

133	R-56	DIO	COMPLETED HHG SHIP- MENT (MAIN BODY)	116
134	R-56	S1	60 DAY POM FLIGHT B	
135	R-56	S4	ALL OTHER REQUIRED ADJUSTMENT DOCUMENTS SUBMITTED IAW AR 735-11 TO BN S-4	
136	R-54	S1	60 DAY POM FLIGHT C	
137	R-51	DIO	TMP SUPPORT VERIFIED FOR ADV PARTY	
138	R-49	S1	60 DAY POM FLIGHT D	
139	R-49	CDR	ALL EQUIPMENT READY FOR JOINT INVENTORY	
140	R-49	S1	ADVANCE PARTY PERSON- NEL NOT TAKING LEAVE (FLIGHT #2) TURN IN RATION CARDS. AWARDS PRESENTATION.	
141	R-46	CDR	OUTGOING BN RELIEVED OF ALL COMMUNITY SUPPORT REQUIREMENTS	
142	R-46	DIO	SUBMIT TRANSPORT RE- QUESTS FOR TRUCKS/ BUSES FOR MAIN BODY MOVEMENT	
143	R-46	S4	ALL ADJUSTMENT DOCU- MENTS SUBMITTED TO BDE S4	114,133
144	R-46	CDR	FINAL MANIFEST LOCK IN ADVANCE PARTY (FLIGHT #2)	
145	R-44	CONUS	THE FOLLOWING TRAIN- ING SHOULD BE COM- PLETED PRIOR TO THIS DATE: USAREUR DRIVERS ORIENTATION	

AND TESTING, THREAT
BRIEFING, PT TESTING,
WEAPONS QUALIFICATION,
SAEDA ORIENTATION,
GENEVA HAGUE CONVEN-
TION BRIEFINGS, SMLM
ORIENTATION, HEAD-
START AND GATEWAY
CLASS, MILES CERTIF-
ICATION, ONE KM ZONE
BRIEFING

146	R-44	BDE CHAP- LAINS	OCONUS BRIGADE CHAPLAIN CONTACTS CONUS BRIGADE CHAPLAIN FOR INDIVID- UAL OR FAMILY SITUAT- IONS REQUIRING FOLLOW- UP. OPEN COMMUNICATION BETWEEN THE TWO BRIGADE AND BATTALION CHAPLAINS IN ALL INFORMATION ON AVAILABILITY OF SERVICES	
147	R-42	DISCOM	ADVANCE PARTY PERSONNEL NOT TAKING LEAVE (FLIGHT #2) CLEARS QUARTERS AND DEPARTS	
148	R-42	S1	60 DAY POM FLIGHT E	
149	R-41	CONUS INSTALLATIONS	FLIGHT #2 BEGINS INPROCESSING	
150	R-38	CDR ADV PARTY	OCONUS MAIN BODY SHIPS POVS (NON-DEDICATED VESSELS	
151	R-35	XO	ADVANCE PARTIES BEGIN INVENTRORIES	
152	R-35	DIO	PICK UP OF HHG COMPLETED	
153	R-34	CDR ADV PARTY	FLIGHT #2 INPROCESSING FINISHES	
154	R-30	DPCA	MAIN BODY, DPP ACCOUNTS TRANSFERRED CHANGE OF ADDRESS CARDS SUBMITTED	
155	R-30	DIO	CONFIRM MAIN BODY AIR- CRAFT	84

156	R-29	S1	30 DAY POM FLIGHT A
157	R-26	S1	30 DAY POM FLIGHT B
158	R-21	S1	30 DAY POM FLIGHT C
159	R-20	DIO	OCONUS MAIN BODY SHIP POVS
160	R-19	S1	30 DAY POM FLIGHT D
161	R-15	CDRS	ALL LOCAL PUBLICA- TIONS, SOPS, LETTERS IN PLACE FOR INCOMING BN
162	R-15	DISCOM	ENSURE ALL SUPPORT AGENCIES ARE PREPARED TO EXECUTE NEW UIC'S
163	R-14	DIO	CONFIRM BUSES, TRUCKS TO PICKUP MAIN BODIES
164	R-14	DIO	FLIGHT A CLEARS CIF
165	R-14	G3	TRAINING AMMUNITION ACCOUNT TRANSFER
166	R-14	BDE S1	PAI (PERSONNEL ASSET INVENTORY) CONDUCTED IAW AR 680-31
167	R-13	S1	30 DAY POM FLIGHT E
168	R-12	DIO	FLIGHT B CLEARS CIF
169	R-12	S4	START SEWING NEW PATCHES ON UNIFORM
170	R-10	OCONUS DISCOM	VERIFY DATES, TIMES, AND NUMBER OF TRUCKS/ BUSES/TO MOVE PER- SONNEL AND EQUIPMENT TO/FROM RHEINMAIN
171	R-8	DIO	FLIGHT C CLEARS CIF
172	R-7	1SG	CHANGE TO NEW PATCH ON DUTY UNIFORMS
173	R-7	BDE S1	10 DAY POM FLIGHT A

174	R-6	BDE-S1	10 DAY POM FLIGHT B
175	R-5	DIO	FLIGHT D CLEARS CIF
176	R-5	BDE S1	10 DAY POM FLIGHT C
177	R-5	BDE S1	FLIGHT A (A CO AND HHC (-) TURNS IN RATION CARDS
178	R-5	BDE S4	ADVANCE PARTIES SIGN FOR PROPERTY; ADJUST- MENT DOCUMENTS INI- TIATED
179	R-4	BDE S1	FLIGHT B, (B CO AND HHC (-)) TURN IN RATION CARDS
180	R-4	CDR	FINAL MANIFEST LOCK IN, FLIGHT A
181	R-4	BDE S4	ALL HAND RECEIPTS SIGNED
182	R-4	BDE S1	10 DAY POM FLIGHT D
183	R-1	BDE S1	CENTRAL PROCESSING CENTER OPENS
184	R-1	BDE S1	10 DAY POM FLIGHT E
185	R-1	BDE S1	FINAL MANIFEST LOCK IN FLIGHT B
186	R-1	DIO	FLIGHT E CLEARS CIF
187	R DATE	DISCOM	FLIGHT A CLEARS QUAR- TERS AND DEPARTS
188	R DATE	DPCA	ALL APPROPRIATE AGEN- CIES PROVIDE ASSIST- ANCE TO SPEED IN PRO- CESSING
189	R DATE	ADV- PARTY	FLIGHT A APRIVES CONUS
190	R DATE	ADV PARTY	ASSUMPTION OF COMMAND ORDERS ON HAND

191	R+1	BDE S1	FLIGHT C (C COMPANY AND HHC (-)) TURN-IN RATION CARDS
192	R+1	DISCOM	1ST MAIN BODY FLIGHT ARRIVES OCONUS
193	R+1	BDE S1	INPROCESS ALL BACHELOR UNACCOMPANIED PERSONNEL INTO UNIT/RPC/FINANCE AND QUARTERS
194	R+1	CDR	LINK UP SOLDIERS WITH SPONSORS
195	R+1	ADV- PARTY	FLIGHT A INPROCESSING STARTS (CONUS)
E-20 196	R+2	DISCOM	FLIGHT B CLEARS QUAR- TERS AND DEPARTS
197	R+2	ADV	INPROCESSING 1ST OCONUS MAIN BODY FLIGHT (1) INITIATE INPROCESS- ING FOR ACCOMPANIED PER- SONNEL TO UNIT/RPC/FI- NANCE (2) ALL 3 GROUPS CONTINUE TO INPROCESS THRU R+7 (3) SINGLE SOLDIERS IN- PROCESS CIF
198	R+3	CDR	FINAL MANIFEST LOCK IN FLIGHTS C & D
199	R+3	DIO	1ST FLIGHT MARRIED SOLDIERS INPROCESS CIF (OCONUS)
200	R+3	ADV PARTY	FLIGHT B INPROCESSING STARTS (CONUS)
201	R+3	BDE S1	FLIGHT D (D CO AND HHC (-)) TURNS IN RATION CARDS
202	R+3	DISCOM	2D MAIN BODY FLIGHT OF SOLDIERS AND FAMILIES

			ARRIVE (OCONUS)
		CDR	LINK UP SPONSORS WITH SOLDIERS
		BDE S1	INPROCESS ALL BACHELOR/ UNACCOMPANIED PERSONNEL INTO UNIT/RPC/FINANCE AND QUARTERS
203	R+4	BDE S1	INPROCESS 2D FLIGHT MAIN BODY SOLDIERS AND FAMILIES (OCONUS)
			(1) INITIATE INPROCESSING FOR ACCOMPANIED PERSONNEL TO UNIT/RPC/FINANCE AND QUARTERS
			(2) ALL GROUPS CONTINUE TO INPROCESS THRU R+11
			(3) SINGLE SOLDIERS INPROCESS CIF
204	R+5	CDRS	1ST FLIGHT STARTS INVENTORIES (OCONUS)
205	R+5	CDRS	2D FLIGHT MARRIED SOLDIERS INPROCESS CIF
206	R+6	DISCOM	FLIGHT C CLEARS QUARTERS AND DEPARTS (OCONUS)
207	R+6	BDE S1	1ST AND 2D MAIN BODY FLIGHTS TAKE COMMUNITY TOUR AND BRIEF
208	R+7	ADV PARTY	FLIGHT A INPROCESSING FINISHES (OCONUS)
209	R+7	DISCOM	3D MAIN BODY FLIGHT OF SOLDIERS AND FAMILIES ARRIVE (OCONUS)
		CDR	(1) LINK-UP SPONSORS WITH SOLDIERS
		BDE S1	(2) INPROCESS ALL

BACHELOR/UNACCOMP-
ANIED PERSONNEL INTO
UNIT/FINANCE/AND
QUARTERS

210	R+7	BDE S1	FLIGHT E (HHC(-)) TURNS IN RATION CARDS (OCONUS)
211	R+7	ADV PARTY	FLIGHT C INPROCESSING STARTS (CONUS)
212	R+8	CDRS	FLIGHT A SUB HAND RE- CEIPT HOLDERS START INVENTORIES
213	R+8	DISCOM	2-33 FLIGHT D CLEARS QUARTERS AND DEPARTS
214	R+8	ADV PARTY	FLIGHT D ARRIVES (CONUS)
215	R+8	BDE S1	3D MAIN BODY FLIGHT INPROCESSES (OCONUS)
			(1) INITIATE INPRO- CESSING FOR ACCOMP- ANIED PERSONNEL TO UNIT/RPC/FINANCE
			(2) ALL GROUPS CONTINUE TO INPROCESS THRU R+15
			(3) SINGLE SOLDIERS IN- PROCESS CIF
216	R+9	CDR	2D MAIN BODY FLIGHT STARTS INVENTORIES (OCONUS)
217	R+9	ADV PARTY	FLIGHT B INPROCESSING FINISHES (CONUS)
218	R+9	CDR	3D FLIGHT MARRIED SOLD- IERS INPROCESS CIF
219	R+9	DISCOM	4TH MAIN BODY OF SOLDIERS AND FAMILIES ARRIVES (OCONUS)
		BDE S1	INPROCESS ALL BACHELOR/

UNACCOMPANIED PERSONNEL
INTO UNIT/RPC/FINANCE
AND QUARTERS

		CDR	LINK-UP SPONSORS WITH SOLDIERS WITH FAMILIES
220	R+9	ADV PARTY	FLIGHT D STARTS INPRO- CESSING (CONUS)
221	R+10	CDR	FLIGHT B SUB HAND RE- CEIPT HOLDERS START IN- VENTORIES
222	R+10	CDR	FINAL MANIFEST LOCK IN FLIGHT E
223	R+10	BDE S1	4TH MAIN BODY FLIGHT OF SOLDIERS AND FAMILIES IN- PROCESS (OCONUS)
			(1) INITIALLY INPROCESSING FOR ACCOMPANIED PERSONNEL TO UNIT/RPC/FINANCE
			(2) ALL GROUPS CONTINUE INPROCESS THRU R+17
224	R+11	BDE S1	2D & 4TH MAIN BODY FLIGHTS TAKE COMMUNITY TOUR AND BRIEFING
225	R+12	CDR	FLIGHT 4 MARRIED SOLDIERS INPROCESS CIF
226	R+13	CDR	3D FLIGHT STARTS INVENTORIES
227	R+13	CO CDR	FLIGHT A SUB HAND RECEIPTS SIGNED (CONUS)
228	R+13	ADV PARTY	FLIGHT C INPROCESSING FIN- ISHES
229	R+13	DISCOM	FLIGHT E CLEARS QUARTERS AND DEPARTS (OCONUS)
230	R+14	CDR	FLIGHT C STARTS SUB HAND RECEIPT INVENTORIES
231	R+14	DISCOM	FINAL FLIGHT ARRIVES (CONUS)

		CDR	LINK UP SPONSORS WITH SOLDIERS
		BDE S1	INPROCESS ALL BACHELOR/ UNACCOMPANIED PERSONNEL INTO UNIT/RPC/FINANCE AND QUARTERS
232	R+14	ADV PARTY	FLIGHT E STARTS INPROC- ESSING (CONUS)
233	R+15	CDR	FLIGHT B SUB HAND RECEIPTS SIGNED
234	R+15	ADV PARTY	FLIGHT D FINISHES INPRO- CESSING
235	R+15	BDE S1	FINAL MAIN BODY FLIGHT OF SOLDIERS AND FAMILIES IN- PROCESS (OCONUS)
			(1) INITIATE INPROCESSING FOR ACCOMPANIED PERSONNEL TO UNIT/RPC/FINANCE
			(2) ALL GROUPS CONTINUE IN- PROCESS THRU R+22
236	R+16	BN XO	THE FOLLOWING ORIENTATIONS SHOULD BE COMPLETED BY THIS DATE: NEO ORIENTATION, TRAINING AREA TOUR AND LTA BRIEF FOR LEADERS, HRO BRIEF- ING REQUIRED PRIOR TO OCCUPY- ING ANY QUARTERS, GDP BRIEF- ING FOR ALL LEADERS, MANEU- VER RIGHTS, PROJECT PARTNER- SHIP.
237	R+16	CDR	FLIGHT D STARTS SUB HAND RECEIPT INVENTORIES (CONUS)
238	R+16	BDE S2	THE FOLLOWING ORIENTATIONS SHOULD BE COMPLETED BY THIS DATE: USAREUR INSTAL- LATION/PHYSICAL SECURITY REQUIREMENTS (OCONUS)
239	R+17	ADV PARTY	FLIGHT C SUB HAND RECEIPTS SIGNED

240	R+17	BDE S1	FINAL COMMUNITY TOUR AND BRIEFING
241	R+17	S4	FINAL FLIGHT SINGLE SOLDIERS INPROCESS CIF
242	R+17	BDE S1	CENTRAL INPROCESSING CENTER CLOSES DOWN (COB)
243	R+18	CDR	FLIGHTS A,B, & C ON LEAVE (CONUS)
244	R+18	CDR	FINAL FLIGHT MARRIED SOLDIERS INPROCESS CIF
245	R+19	CDR	4TH MAIN BODY FLIGHT STARTS INVENTORIES (OCONUS)
246	R+20	ADV PARTY	FLIGHT E INPROCESSING FINISHES (CONUS)
247	R+21	CDR	FLIGHT D SUB HAND RECEIPTS SIGNED
248	R+21	CDR	FLIGHT E STARTS SUB HAND RECEIPT INVENTORIES
249	R+21	CDR	FINAL MAIN BODY FLIGHT STARTS INVENTORIES (OCONUS)
250	R+22	CDR	FLIGHT D ON LEAVE (CONUS)
251	R+23	S4	VERIFY SIGNATURE CARDS/ACCTS ESTABLISHED FOR ALL SUPPORT ACTIVITIES
252	R+24	CDR	FLIGHT E SUB HAND RECEIPTS SIGNED
253	R+25	CDR	FLIGHT E ON LEAVE
254	R+31	CDR	INVENTORIES COMPLETE/ADJUSTMENT DOCUMENTS STARTED
255	R+41	S4	ALL POST MOVE REPORTS OF SURVEY SUBMITTED
256	R+47	CDR	FLIGHTS A, B, & C OFF LEAVE

257	R+48	G3	UPDATE BN ON ORTS, ALERTS AND READINESS REPORTING
258	R+51	CDR	FLIGHT D OFF LEAVE
259	R+54	CDR	FLIGHT E OFF LEAVE
260	R+62	CDR	ROTATION AND LEAVES COMPLETED BN TRAINING IS ONGOING
E-29 261	R+74	CDR	ALL ADJUSTMENT DOCUMENTS COMPLETE; NECESSARY RE- QUISITIONS ARE PREPARED
262	R+77	DIO	MILCOM PROVIDED BUS SYS- TEM STOPS
263	R+110	DIV I.G.	COURTESY CGI