

PREFACE

This publication was developed to help you, the brigade or battalion S1, perform your duties. Use it to help you develop expertise in taking care of Soldiers and their families, the unit, and your commander. This publication is also intended to be used by commanders, staffs, and prospective S1s. The operational concepts in this publication are based on human resources doctrine as outlined in FM 1-0.

Chapter 1 presents an overview of the role of the S1 and emphasizes the S1's staff and command relationships. The S1 program, is outlined, and areas that require special emphasis are detailed. Chapter 2 portrays the relationship between the S1 and the commander. Chapters 3 and 4 encompass all of the peacetime and wartime functions and programs of the S1 section. Chapter 5 describes unit programs with which the S1 may be involved. Chapter 6 details the S1's involvement with caring for the families. Chapter 7 describes the actions involved in preparing the unit and S1 section for the transition to war. Chapter 8 provides information on SIDPERS and the Tactical Personnel System (TPS).

While this publication will provide answers to your questions and problems, it is not the final word on any subject, but it is a place to start. Refer to the references listed in each section for additional and current information. The references are the final authority, as changes implemented since the publication may not be contained here.

The proponent of this publication is the Adjutant General School, Fort Jackson, SC. Send comments and recommendations on DA Form 2028 directly to Commandant, Adjutant General School, ATTN: ATSG-AG-CDD, 10000 Hampton Road, Fort Jackson, SC 29207.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men. Please note the following use of terms as per guidance in AR 600-8-13:

- Personnel sergeant replaces the term PAC.
- Assistant personnel sergeant replaces the term PSNCO.
- Battalion S1 or battalion S1 section replaces the term PAC.
- The term personnel officer refers to the S1.

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 1992		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE TC 12-17 Adjutants Call (Toolbook)				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Adjutant General School, Fort Jackson, SC.				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Commandant, Adjutant General School, ATTN: ATSG-AG-CDD, 10000 Hampton Road, Fort Jackson, SC 29207.				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT This publication was developed to help you, the brigade or battalion S1, perform your duties. Use it to help you develop expertise in taking care of Soldiers and their families, the unit, and your commander. This publications is also intended to be used by commanders, staffs, and prospective S1s. The operational concepts in this publication are based on human resources doctrine as outlined in FM 1-0.					
15. SUBJECT TERMS Adjutant General Corps. Brigade S1. Battalion S1. Human Resources Doctrine.					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT SAR	18. NUMBER OF PAGES 222	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

History of the Adjutant

The term adjutant comes from the Latin word *adjutare* which means to assist the commander. The position of adjutant was introduced into the English Army after the Restoration of Charles II in 1660.

The position was officially introduced into the American Army during the Revolutionary War by the Prussian officer Friedrich Wilhelm von Steuben, General George Washington's inspector general in charge of training.

Von Steuben created a book of regulations which said that adjutants should be nominated from the junior officers, and care should be taken to select only the most intelligent and knowledgeable within the military service. They would keep the unit records, reviews, and the conduct of troops both on the march and when in garrison.

On June 16, 1775, the Continental Congress appointed Horatio Gates, a former British Army major, as the first Adjutant General and commissioned him in the grade of brigadier general. With that appointment, the second oldest existing branch of the Army received its birthright.

Horatio Gates is honored as the forefather of the Adjutant General's Corps. Historically, he was the second officer to receive a commission in the Continental Army (George Washington was the first). General Gates' primary duty was to serve as key advisor and principal assistant to General Washington. Horatio Gates proved himself to be an able assistant as well as a brilliant field commander. Under his leadership, the Continental Army won the Battle of Saratoga -- considered by many to be the most critical battle of the Revolutionary War. Following his strategic victory over the British, Congress awarded General Gates our country's highest honor, the Congressional Gold Medal.

During the War of 1812, Adjutant Generals proved themselves to be officers of exceptional character, judgment and combat prowess. Two men in particular who served as the Adjutant General during this period rose to prominence. Alexander Macomb is noted for repulsing the British in the Battle of Plattsburg and later become the Commanding General of the Army. The famous explorer Zebulon Pike was killed in battle while leading the victorious assault on York, Canada.

With the appointment of Brevet Brigadier General Roger Jones in 1825, the office began its climb in importance to the Army. During his tenure, General Jones molded the office of the Adjutant General into the central bureau of the War Department. Adjutants General became the only officers invested with the authority to speak for the commander.

Recognizing this, the Army began appointing West Point graduates almost exclusively as Adjutants General from 1839 through early 1900. The first two graduates so appointed, Samuel Cooper and Lorenzo Thomas, served with distinction as Adjutants General during the Civil War. Cooper served the South, Thomas the North.

By the onset of the Spanish-American War, The Adjutant General's Office had evolved as the central coordinating bureau in the Army. Strengthening military organizations has been the legacy of the Adjutants General from one era to another. Major General William H. Carter, under the direction of Secretary of War Elihu Root, bolstered that legacy by designing the modern general staff. The relationships between The Adjutant General's Department and this newly-organized general staff took several years of refinement as some functions were transferred and others were duplicated.

Traditionally, Adjutant General's Corps officers were charged with most of the non-supply functions of the staff as we know them today. Their focus has been primarily centered around records, and as such, they have been given the responsibility for developing Army personnel and administrative policies and programs.

Today's Adjutant General's Corps is at the forefront of transforming the way the Army manages its most important resource -- people. The officers, soldiers, and civilians of the AG Corps are a highly trained and multifunctional group of Human Resources experts. Their focus for today and for tomorrow is to provide solutions to the human resource and administrative problems of a transforming Army. Serving in the tradition of Major General Horatio Gates and AG soldiers of the past, they are a vital part of America's Army.

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ADJUTANT'S CALL – THE S1 TOOLBOOK (12-17)

CHAPTER ONE

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CHAPTER 1

SOUND ADJUTANTS CALL

ROLE OF THE ADJUTANT

YOUR ROLE: *Serve as human resource manager. Your role is divided into two major parts. You have the functional role of supervisor and coordinator of the unit's personnel and administration systems. Additionally, you have the traditional role of the adjutant, to serve the commander in much the same way the aide and Secretary of the General Staff (SGS) serve the installation commander.*

As an essential liaison between companies at the battalion level and battalions at brigade level, you handle personnel actions which flow from the companies to brigade or the military personnel division (MPD). You, also, perform the personnel functions of special staff officers at higher levels.

STAFF RESPONSIBILITIES

You have primary staff responsibility in a number of major areas, some of which are discussed in the following paragraphs. They apply to battalion and brigade S1s. More complete descriptions of your areas of responsibility are in chapters 3 and 4.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

Personnel accounting and strength reporting (PASR) is the foundation for critical peacetime and wartime decisions. Support in maintaining good PASR is provided by specific personnel policies and systems within your unit. PASR depends on personnel data base management for necessary information to manage the reconciliation process.

You are responsible for monitoring the strength of the command, assessing its combat power and accomplishing those staff actions necessary to maintain its strength. Timely communication with the commander and staff is necessary to keep everyone informed. A myriad of personnel actions impact on your ability to properly manage your unit's strength. If you do not perform personnel actions correctly and on time, a proper balance will not be maintained. A more detailed description is in Chapter 3.

PERSONNEL DATA BASE MANAGEMENT

The ability to take care of soldiers is directly related to the management of your personnel data base. You play a critical part in this process by ensuring that all personnel transactions are submitted in a timely manner. This may involve commanders, staff officers, NCOs, and particularly the S3 in the maintenance of training files. Accuracy is the name of the game. A more detailed description is in Chapter 3.

UNIT ADMINISTRATION

Your role in unit administration takes in those activities that are integral to the unit operating efficiently. Two primary responsibilities are typing correspondence and maintaining files. Administering the unit funds and keeping duty rosters, daily journals, and stocks of forms are other important tasks. All functions and programs in the S1 section are affected by unit administration in one way or another. A more detailed description of unit administration is in Chapter 3.

HEADQUARTERS MANAGEMENT

Your role in the area of headquarters management will vary depending on the mission and layout of your unit. Usually, you will be directly responsible for coordinating space usage, managing office systems, and supervising civilian personnel. In regard to the latter, your duties may extend to recruitment, compensation, employee relations, personnel ratings, promotions, and dismissal. You may be responsible for the staff duty program and for overseeing the activities of the command group drivers and the maintenance of their vehicles. You must fully comprehend the extent of your responsibilities in headquarters management. Your efforts will help promote efficient and effective performance in peacetime and wartime.

MEMBER OF THE STAFF

Always keep in mind that you are part of the commander's staff. While each member of the staff has specific duties and responsibilities, all must work together as a cohesive team in order to help the commander accomplish the mission. The staff is organized to serve the commander within specific functional areas. It performs the following:

- Facilitates and monitors the accomplishment of command decisions.
- Provides timely and accurate information to the commander and subordinate units.
- Anticipates requirements, and maintains current estimates.
- Determines and recommends courses of action to maximize mission accomplishment.
- Prepares plans and orders.

The executive officer (XO) is responsible for directing and supervising the staff to ensure that it functions properly to support the commander's needs and intent.

The personnel officer (S1) is the principal staff officer responsible for human resource matters.

The intelligence officer (S2) is the principal staff officer responsible for producing intelligence, counter-intelligence, and security.

The operations officer (S3) is the principal staff officer responsible for operations, training, and organization.

The logistics officer (S4) is the principal staff officer responsible for supply, maintenance, and transportation.

The S6 or communications electronics officer (CEO) is the principal staff officer responsible for signal operations. He/she usually serves as the headquarters and headquarters company (HHC) communications platoon leader.

The chaplain, a member of the commander's personal staff, advises the commander on all aspects of soldier welfare.

The command sergeant major (CSM), a member of the commander's personal staff, advises the commander on all matters concerning enlisted soldiers.

REFERENCES:

- [FM 101-5](#): Staff Organization and Operations

GETTING STARTED

YOUR ROLE: *Prepare yourself for this demanding and rewarding position. How well you do your job will depend on how prepared you are when you start.*

When notified that you are going to be the S1, develop a game plan. Your approach to getting started will depend on how much time is available. Use it to your advantage.

Use this reference to establish an overview of the scope of your responsibilities. For more detailed information on each area, study the appropriate reference(s) and consult your local subject matter expert (SME). Use the "TIPS" in each section of this reference as a helpful reminder, and add your own "TIPS" or hints as a checklist for the future.

As you approach your new assignment, do not feel that you must immediately be the unit personnel expert or that you must immediately make changes and impact as the adjutant. First, learn what the current procedures are and why they have been established. Compare these procedures with regulations and higher headquarters' policies. If there are conflicts, then make changes. Proceed with caution during your first few weeks in the job and ask for help if you need it. Check to see how adjutants in other units operate. Find out what they consider to be their strong and weak programs and why.

As you begin working as the S1, develop a healthy rapport with the key leaders in your unit. Try to understand their concerns, find out what you can do for them, and find out what they can do for you.

Your relationship with your commander is a special one, built on a bedrock of trust and loyalty.

Begin by learning and understanding the commander's philosophy for the unit. Read your commander's policy memorandums and the adjutant's historical continuity file.

Your relationship with your subordinates is as important as your relationship with your superiors. Take time to get to know your personnel sergeant and the soldiers. Ask for their job descriptions and responsibilities. (Use Chapter 3 and the sample S1 section SOP in Appendix B to help you understand what they do.)

Analyze all the components of your job, write them down, and divide them into two roles: S1 and Adjutant. Visit the staff officers and ask them what they need. Write it down. Go to each subordinate commander and do the same. Ask subordinates and higher headquarters counterparts what they need from you. Write it down. Do not commit to something you are not sure about. Check it out. Next, talk to the commander. (See Chapter 2 for more information.)

When that is done, take all the information you have gathered and develop your job description and goals and objectives on your Officer Evaluation Support Form ([DA Form 67-9-1](#) / [DA Form 67-9-1a](#)). Discuss your support form with the XO and the commander for further guidance on your priorities as well as the priorities of the XO and the commander. Discuss the objectives of your support form with your personnel sergeant and assistant personnel sergeant.

Finally, go back to the staff, subordinate commanders, your subordinates, and higher headquarters. Tell them explicitly what you will try to do for them.

TIPS

- Do not be afraid to make mistakes, but strive to keep them to a minimum.
- Never guess or give erroneous information. Saying "I don't know, but I'll find out" will prevent disasters.
- Build on programs that are working well. Make them stronger. Find the items that need improvement and establish an action plan to get them fixed.
- Go through all drawers and files in the adjutant's office. Make sure nothing is hidden or left behind.
- Do not become reactive and start putting out fires. Task others and
- become proactive. Plan ahead to deal with fires.

- Learn to anticipate. Spend some time each day looking ahead. Identify what is hot and what is not.
- Maintain a sense of humor and keep cool.
- Admit your mistakes and explain what corrective action you will take.
- Do not make decisions without the facts. Never present problems without solutions.
- Let your subordinates do the research.
- Always take notes.
- Be honest with yourself. Know your fears, weaknesses, strengths, and level of expertise.
- Learn to use the subordinate XO and 1SGs. They can complete actions without bothering commanders.
- Ask for the commander's support form to develop your goals and objectives.
- Use your experience no matter how limited it is.
- Go on all routine S1 section runs at least once. This will familiarize you with who you support, who supports you, and where they are located.

RELATIONSHIPS

YOUR ROLE: Establish a relationship with all the key members of the command. Understand that your role is unique and special. It offers the potential for you to have a tremendous influence and a positive impact on the command.

Trust is the key. The unit and soldiers must trust you. You garner trust by being a good listener, by giving advice only when it is asked for, and by presenting all the options available and allowing the best one to be selected. The best way to secure trust is to always be a person of your word. Speak the truth even when no one wants to hear the truth. Never promise what you cannot deliver or give an answer if you do not know the answer.

You, more than anyone else, work for the command. All of your actions should reflect the values and goals of the command. You must be an honest broker and foster the spirit of the unit. Establishing a climate of trust and loyalty to the command makes it easier for you to work for the commander, the XO and with key members of the unit.

THE COMMANDER

Your relationship with the commander is unique. You are his/her personal aide. You ensure that his/her personal desires and needs are met even when he/she overlooks them. You ensure that he/she gets all the necessary

information, meets his/her daily goals, quickly completes routine tasks, and keeps his/her personal and unit priorities. You help the commander take care of his/her command. The priorities of the commander will dictate how you spend your time.

EXECUTIVE OFFICER

The XO is the "Chief of Staff" and you are one of his/her staff officers. You are rated by the XO, but you work for the commander and most of your time belongs to him/her. The XO cannot take care of the commander, because he/she has to direct the staff. As adjutant, you are the commander's aide; the personnel work is your S1 function on the XO's staff. The XO is your mentor, counselor, and listener. Use him/her as your sounding board and protector. Provide information to him/her as you do to the commander, and include him/her in command activities.

THE STAFF

Take care of the staff by assisting them, pointing them in the right direction, providing them with information, and helping them keep in mind the commander's and XO's priorities. Help them look good in front of the commander. If they do not, let them know why.

Never use your relationship with the commander to set yourself apart from the rest of the staff. They know you have a different relationship than they do. Do not give the appearance that you have more influence, but use what you have to help the rest of the staff. Remember that the other staff officers are there to support you. When you need information on their areas of expertise, use them to ensure that you get the right input.

COMMANDER'S SECRETARY

There are some battalion and brigade commanders are authorized a civilian secretary who is responsible for many of the duties traditionally accomplished by the adjutant. These duties include managing the commander's calendar, typing (to include officer and enlisted evaluation reports), managing correspondence flow, and taking care of much of his/her personal business. Since civilians are hired and ranked according to specific duty responsibilities, the secretary fulfills those duties outlined in the job description for that position.

You must develop and maintain a positive rapport with the secretary. Find out from him/her what he/she is responsible for and how you can help each other take care of the commander. Learn how he/she operates so that you can easily take over his/her job when he/she is absent, and work closely with him/her so that you remain on top of what the commander is doing.

SUBORDINATE COMMANDERS

Everything you do for the staff, do for the unit commanders. Just as you are careful with perceptions among the staff, be careful with perceptions among the commanders. Assist the subordinate commanders so your commander will not lose trust in them, which would have a negative impact on command climate. Be bold in providing counsel to subordinate commanders. There are times when you may have to say "no."

COMMAND SERGEANT MAJOR

The CSM is the commander's senior enlisted soldier. He/she can be both a personal and special staff officer to the commander. Some of the duties traditionally assigned to the CSM are serving as promotion board president, assigning senior noncommissioned officers (NCOs), and handling other enlisted actions. He/she will probably be present, along with you, at field grade Article 15 proceedings.

The CSM is not responsible for processing personnel actions, that is your S1 section's responsibility. The commander may task him/her to handle such things as late NCOERs, missed appointments, and letters of indebtedness. The CSM should resolve these through the enlisted chain of command. You must ensure that unit commanders are informed and take appropriate action.

There is a special relationship between the adjutant and the CSM. Although you may feel the CSM has usurped your responsibilities, he/she is only doing what the commander has asked him/her to do. He/she is a valuable asset in terms of experience and knowledge, and you should work with and not against him/her.

PERSONNEL SERGEANT

To assist you in performing your duties, your organization has an S1 section, with an NCO to provide leadership and management. Your working relationship with your personnel sergeant is important. To establish this relationship, talk with him/her, define his/her role, let him/her know what your role is, and determine how you will do business. Periodically share with him/her how well the S1 section is doing and where improvements can be made. The duties and responsibilities that you give him/her must come with the authority to take action. The personnel sergeant should be accountable only to you, but he/she must work with others. He/she must understand his/her relationship with the CSM, 1SGs, commanders, staff, and those who he/she supports.

FINANCE OFFICER

The local finance office is a source of information for many questions presented to you. Introduce yourself to the finance officer and his division chiefs in military pay, travel and disbursing. They are important to you.

Your duties directly connected to finance include:

Publishing orders for Class A agents on paydays.

Providing disinterested officers for surprise cash counts in disbursing.

Providing imprest fund cashiers.

Providing [AR 15-6](#) officers.

Verifying finance office computer printouts for entitlements.

Finance officers depend on your section to publish orders, keep duty rosters for tasking, and provide administrative support. Keep an open door to finance and work out mutual problems together.

OTHER ADJUTANTS

The adjutant or G1/ AG at your next higher headquarters can be of great assistance. Find out exactly what authority his/her commander has given him/her to task you and your unit, and develop a close working relationship with him/her. Meet the adjutants in adjacent units. Build on their experiences and successes; learn from their mistakes and failures.

FAMILY READINESS GROUP

Ensure that a functional support network is established among the families. This network will be helpful in maintaining a high standard for quality of life and communications with the unit, and it will aid the commander in solving problems in a proactive manner. Establishing a good relationship with the Officers' Wives Club and NCO Wives Club is essential to good management. Also establish lines of communication with the [ACS](#) and [Red Cross](#). For more information on Family Readiness Groups see Page 6-7.

TIPS

- Visit commanders and staff officers in their work place. Let them know who you are.
- If you are married, ask your spouse to become involved in unit activities.
- Give unit requirements top priority.
- Do not forget families and spouses.
- Meet with the XO and commander to establish your relationship within the first few days on your new job.
- Listen to the CSM.
- Go to installation Adjutants/S1 calls whenever possible.

BATTALION S1 PROGRAM

YOUR ROLE: Initiate and piece together an optimum organization with the necessary procedural tools and automation to enable the battalion S1 program to function efficiently and meet its peace-time and wartime requirements.

The battalion S1 program is multifunctional. It is responsible for executing portions of the following Army activities:

- Military personnel.
- Legal.
- Military Pay.
- Information mission area.
- Logistical.

During peacetime, the administrative environment within the Army can be characterized as complex, changing, and geared to individual service. In this environment, the battalion S1 is responsible for performing 32 military personnel (MILPER) functions and multifunctional programs and six non-MILPER functions, 38 functions consist of more than 400 tasks.

Although the battalion S1 is responsible for performing the tasks associated with the non-MILPER functions, proponent of these functions is as follows:

- **Unit administration:** Includes such areas as weight control, processing of correspondence, administration of unit funds, and duty appointments. Proponent is shared by all agencies requiring action; however, the [AG community](#) is responsible for execution.
- **Legal:** Proponent is the [Judge Advocate General](#), Washington, D.C.
- **Military pay:** Proponent is the [Defense Finance and Accounting Service](#), Fort Benjamin Harrison, Indiana.
- **Publications:** Proponent is the [U.S. Army Publishing Agency](#), Alexandria, Virginia.
- **Meal cards:** Proponent is the [Deputy Chief of Staff for Logistics and Readiness](#), Washington, DC.
- **Training:** Proponent is the [Combined Arms Center](#), Fort Leavenworth, Kansas.

During wartime, the administrative environment within the Army is lean and intense and is subject to a high volume of repetitive tasks. In this arena, the S1 is responsible for performing seven major functions. These are replacement operations, strength management, personnel accounting and strength reporting, casualty management, personnel data base management, personnel information

management, and postal operations. These functions form the basis for the mission essential task list (METL).

S1 ORGANIZATIONAL STRUCTURE

The S1 can be divided into four areas of organization:

- Supervision.
- Unit support.
- Legal.
- Personnel support.

The organizational structure will normally include a personnel officer, personnel sergeant, assistant personnel sergeant, postal clerk, unit support clerk, legal specialist, and personnel administrative specialist. The MTOE for your unit will reflect the total authorization. It may differ somewhat from what is presented here.

DUTY DESCRIPTIONS

The four areas of organization can be further subdivided into the 14 duty areas shown below and in [Figure 1-1](#). Depending on the time required to complete a duty area, each clerk may be assigned more than one duty area to cover during a normal duty day, as shown in [Figure 1-2](#).

Supervision

This consists of the following duty areas and responsibilities:

- Personnel Officer (S1). Responsible for:
 - Overall supervision of battalion S1 activities.
 - Quality assurance tasks.
- Personnel Sergeant. Responsible for:
 - The organizational control of battalion S1.
 - First line supervisor of unit support and legal activities, responsible for:
 - Sponsorship tasks
 - Exceptional Family Member Program (EFMP) tasks.
 - Retention Tasks: May be performed by the retention NCO.
- Assistant Personnel Sergeant. Responsible for:
 - Coordination with outside activities (e.g., PAS, MPD, Finance).
 - First line supervisor of personnel support activities.
 - Casualty operations tasks.
 - Line of duty tasks.
 - Personnel security clearance tasks.
 - Personnel information management.

Unit Support

This consist of the following duty areas and responsibilities:

- Publications. Responsible for performing tasks associated with publications.
- Unit support. Responsible for performing tasks associated with unit administration.
- Postal. Responsible for performing tasks associated with postal operations.

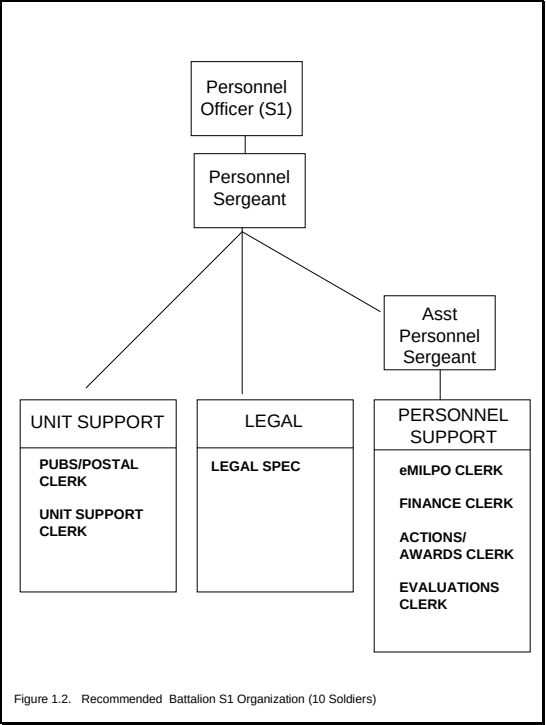
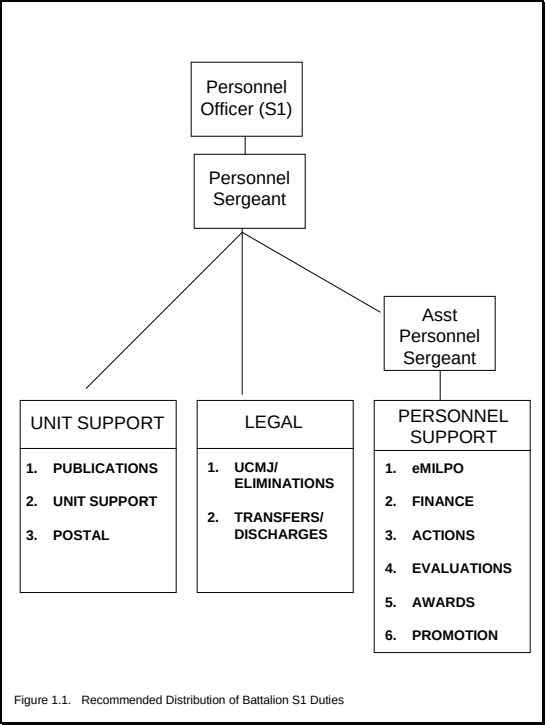
Legal

This consists of the following duty areas and responsibilities:

- UCMJ/eliminations. Responsible for performing tasks associated with:
 - Flagging.
 - Legal.
- Transfers/discharges. Responsible for performing tasks associated with:
 - Enlisted transfers/discharges
 - Officer transfers/discharges

REFERENCES:

- [AR 350-41](#): Training in Units



Personnel Support

This consists of the following duty areas and responsibilities:

Personnel accountability (EMILPO). Responsible for performing tasks associated with:

- Personnel accounting/strength reporting
- Personnel data base management.
- Processing.
- Unit manning.
- Training.

Finance Support. Responsible for performing tasks associated with:

- Leaves and passes.
- Special pay programs.
- Military pay.
- Meal cards.

Personnel actions. Responsible for performing tasks associated with:

- Enlisted management.
- ID documents.
- Officer procurement.
- Officer management.
- Reassignment.
- Transition processing.
- Strength management.
- Evaluations: Officer and enlisted.

Awards. Responsible for performing tasks associated with awards and decorations.

Promotions: Enlisted promotions and reductions, officer promotions, and orders.

REFERENCES:

- [AR 600-8-103](#): Battalion S1

CHAPLAIN

YOUR ROLE: You have coordinating staff responsibility for the chaplain. Help make all leaders aware of his/her programs, and ensure that his/her activities are integrated into the unit's overall plans.

The [chaplain](#) is the religious leader staff officer who assists your commander in providing for the religious, spiritual, moral, and ethical well being of all persons in the command. He/she provides the free exercise of religion and for pastoral care of soldiers, Army civilians, and family members. The chaplain supervises the chaplain assistant and the unit ministry team. As a religious leader, he/she is an ordained, professionally qualified member of the clergy.

As a special and/or personal staff officer with direct access to the commander, he/she informs the commander about such things as religious matters, morals in the unit, troop welfare and morale, stress, ethical issues, and social concerns.

The chaplain has a unique and confidential relationship with the commander and the staff. As a special and/or personal staff officer with direct access to the commander, he/she informs the commander about such things as religious matters, morals in the unit, troop welfare and morale, stress, ethical issues, and social concerns. He/she is the commander's expert advisor in such matters as accommodating religious practices, [conscientious objection](#), and [religious customs](#). He/she may also serve as the commander's personal consultant and provider of pastoral care. In addition, he/she serves as an informal communication link between the commander and the lowest-ranking soldier. This important function furnishes the commander with information about perceptions of procedures and policies, of potentially disruptive social patterns, and of possible violations of the laws of war.

As the adjutant, you should:

- Encourage the commander to allow the chaplain to take advantage of opportunities for professional education and spiritual growth.
- Encourage the chaplain to consult frequently with other staff members.
- Include the chaplain as a resource for training, professional development, and orientation of personnel, both officer and enlisted.
- Encourage the chaplain to be visible in every area where your soldiers and Army civilians work, play, and live.
- Ask the chaplain to present his/her views on command practices, policies, morale, and so forth.
- Include religious support for soldiers and family members in all plans, SOPs, and procedural guides, as appropriate.
- Include the chaplain as a shadow for soldiers assigned as notification officers. Chaplains cannot make notification, but they can be of some positive assistance at this difficult time in the unit.

REFERENCES:

- [AR 165-1](#): Chaplain Activities in the United States Army
- [FM 16-1](#): Religious Support
- [FM 101-5](#): Staff Organization and Operations

MILITARY OCCUPATIONAL SPECIALTY (MOS) STRUCTURE

YOUR ROLE: Develop an understanding of the framework for the enlisted classification system as contained in [AR 611-1](#) and [DA Pam 611-21](#).

The MOS system codifies, classifies, and identifies enlisted soldiers' skills and abilities. MOSs are a management tool to place soldiers in duty positions and to project replacements against available positions. The MOS system is based on functional areas of tasks an enlisted soldier performs that are closely grouped into specific areas referred to as career management fields (CMFs). Each CMF provides progression from entry into the training base to the rank of SGM. Each is designed so that soldiers in one MOS have aptitude for training in other MOSs in that same CMF.

The MOS code (MOSC), consisting up to nine characters, provides more defined information than a soldier's MOS. It is used in automated management systems and reports. The MOSC is used in active and reserve records, reports, authorization documents, and other personnel management systems.

The elements of the MOSC are as follows:

- First three characters: The MOS.
- Fourth character: A number that indicates skill level in the MOS.
- Fifth character: A letter or number and a special Qualification identifier (**SQI**). It may be associated with any MOS unless otherwise specified.
- Sixth and seventh characters: An additional skill identifier (**ASI**). They are alphanumeric combination and may only be associated with specified MOSs.
- Eighth and ninth characters: Two-letter requirements and qualifications which are a language skill identifier (LSI). They can be found in [AR 611-6](#).

The fourth character of the MOSC represents skill level and grade as follows:

- SL1 equals PV1 through SPC.
- SL2 equals SGT.
- SL3 equals SSG.
- SL4 equals SFC.
- SL5 equals MSG and SGM/CSM.

Skill level 0 (zero) is used to identify personnel undergoing training for award of a primary MOS (PMOS).

TIPS

- Use the assistant personnel sergeant to solve specific soldier issues on career development in conjunction with the CSM and the soldier's chain of command.
- Provide timely information to the MPD to update soldier qualifications and personnel records.
- Discuss the MOS structure in professional development classes. Specifically emphasize that certain MOSs unique to your unit may cap out at particular skill level and then transition to another MOS. Also discuss the relationships between MOS, SQT, NCOES, promotion, and reenlistment.

DUTY ROSTER

YOUR ROLE: Equitably assign additional duties among the officers in your unit. The duty roster is the tool that helps you do this.

Additional duties may include line of duty investigations, report of survey officer, casualty assistance officer, casualty notification officer, staff duty officer, and court-martial duty. Establish the method and procedure for assigning duties that support the needs of your organization through use of a duty roster policy memorandum. Make sure every officer reads it. Make it a part of the in-processing packet for officers.

The policy memorandum, at a minimum, should address the following areas:

- Who is eligible for specific duties?
- What are the notification procedures?
- When are newly assigned personnel added to the duty rosters?
- Which duties are of higher priority?
- When does the individual need to notify the S1 of absences, pending leaves, TDY, and so forth.
- Who is exempt from pulling duty?
- Others (commander's desires).

Keep a separate duty roster/[DA Form 6](#) for each type of duty or select categories of duties. Show weekend and holiday duty in red if weekday / weekend / holiday consolidated rosters are maintained, or keep separate rosters. The three authorized abbreviations are "A" (authorized absence), "D" (detailed to perform another duty), and "U" (un- authorized absence). Use a numbering system in accordance with [AR 220-45](#). Publish a month's supply of duty rosters at least 15 days prior to the start of the month. Always keep your rosters current and ready for viewing by anyone. To prevent conflicts, monitor the training schedule,

taskings sent out from the 53, and the duty rosters controlled by the C5M along with your duty rosters.

TIPS

- Make initial entries on DA Form 6 in pencil until the soldier completes the duty.
- Have the officers notify you at least two weeks in advance of known absences, such as leave, pass, or TDY.
- Maintain absolute integrity. Learn to say "no" to friends who ask for special consideration not based on extenuating circumstances.
- Make the [DA Form 6](#) available for inspection by any officer who is on the roster.
- Be prepared to help other staff sections and subordinate units maintain duty rosters.

STAFF DUTY OFFICER (SDO) and STAFF DUTY NCO (SDNCO)

YOUR ROLE: Maintain the duty roster and SDO / SDNCO instruction book. Ensure that the SDO is prepared to execute his duties efficiently and professionally.

The SDO and SDNCO represent the command during non-duty hours. Their conduct and performance reflect upon the commander and the unit. The duty roster determines selection of the SDO and SDNCO. The CSM or personnel sergeant may maintain the duty roster for the SDNCO. The duties and responsibilities of the SDO/SDNCO should be written in detail and assembled in an instruction book. Never assume they will instinctively know what to do or how to react to situations or incidents. The SDO/SDNCO reports to you or your designated representative for his briefing. Publish the time and location of the briefing on the duty roster and in the memorandum of instruction. Ensure that the SDO and SDNCO understand their duties, read the instruction book, receive special instructions or information not contained in the book such as current status of significant events, and maintain a [DA Form 1594 \(Staff Journal\)](#).

REFERENCES:

- ☐ [AR 611-1](#): Military Occupational Classification Structure Development and Implementation
- ☐ [AR 220-45](#): Duty Rosters

SPECIAL EMPHASIS AREAS

YOUR ROLE: Manage special emphasis area duty appointments. Unit turbulence and turnover make this a continuing task.

Special emphasis area duty appointments are made in writing only if they are required by DA. They may not be authorized in writing by MACOM, installation, and unit commanders. Appointments are made on a memorandum. AR 1-27, Table I, lists all authorized appointments. Consult the latest edition for the current list.

TIPS

- Automation makes management easier. Put all your appointments on a diskette, update it as the incumbent changes, print out the new appointment, and sign.
- As personnel are scheduled to depart your unit, check to see if they have special emphasis area duties. This will trigger a requirement to designate a replacement.
- Only make appointments if your unit is required to by Army Regulations.

RECURRING ROSTERS AND REPORTS

YOUR ROLE: Keep your rosters and reports current and accurate, and update them with each change using automation whenever possible.

The XO usually compiles and maintains a list of recurring reports for the organization. Some of the reports your SI section may be responsible for are:

- AWOL.
- Awards.
- OER and NCOER rating schemes.
- Copier usage.
- Personnel data.
- Promotion statistics.
- Weight control.
- Legal actions.
- Profiles.

ROSTERS

Every organization maintains a variety of rosters, including officer social, spouse, senior enlisted, and alert. These rosters fall within your area of responsibility. Keep rosters current and accurate. Make sure the commander's spouse receives each updated copy of the social roster, spouse roster, and

others she may want. Ensure that these rosters and all data are handled in accordance with the [Privacy Act of 1974](#).

1SG DAILY STATUS REPORTS

Every morning, the companies should submit the 1SG Daily Status Report to the SI section. The information includes personnel present or duty, on leave, TDY, in school, on special duty, sick call, and so forth. Use the 1SG Daily Status Report to update and verify your personnel information and EMILPO. For example, those individuals listed on leave should have a [DA Form 31](#) on file in your SI section.

TIPS

- Review your reports. If there are any that are not needed, coordinate with the XO to eliminate them.
- Get your rosters on a database.
- Check with other adjutants for other software programs or automation efforts.
- Compile all unit reports, and put them in one section of your SOP.

AFTER-ACTION REPORT (AAR)

YOUR ROLE: Ensure that AARs are completed by the people who are responsible for planning and sponsoring the events under your supervision. Your AAR file will save considerable research and preparation time.

Keep accurate records of all unit events. Include points of contact with phone numbers and addresses as appropriate, the schedule of events, how each was prepared, and recommendations for changes. Keep recommendations systemic and general in nature, about the function rather than each event. Save memorandums, invitations, and brochures that pertain to the function. Record on a memorandum for record (MFR) any decisions and information you will want to refer to later.

REFERENCES:

- [FM 101-5](#): Staff Organization and Operations

TIPS

- Make AARs meaningful and timely.
- Tell the event planner, before he begins his duties, that you will need an AAR. He can write and compile notes as he develops the plans and prepares for the event.
- AARs can be formal or informal, handwritten or typed. Copy them onto diskettes or hard drives.
- Do not write an AAR unless you planned the event.

EQUAL OPPORTUNITY

YOUR ROLE: Help unit commanders establish a climate of fairness for all soldiers in the unit. The objective of the Army's equal opportunity program is to provide a command environment that ensures fair treatment of all soldiers based solely on merit, fitness, capability, and potential.

The following are key areas to concentrate on in your efforts to help the commander establish a positive command climate which supports unit readiness:

- Identify discriminatory practices that affect soldiers and their families. Initiate corrective action and follow-up.
- Help your commander promote equal opportunity and interpersonal harmony for all military personnel and their families.
- Ensure that equal opportunity training is conducted for all key unit personnel in accordance with Army and local regulations and policies.

Your commander must ensure that all members of the unit are aware of procedures for obtaining redress of complaints, including those against members of the chain of command. These procedures will be in writing and displayed at all times where all unit soldiers have access to them. Encourage soldiers to use command channels for redress of grievances.

Sexual harassment is a form of sex discrimination and is not limited to the work environment. It violates the acceptable standards of integrity and impartiality required of all Army personnel and interferes with mission accomplishment and unit cohesion.

SEXUAL HARASSMENT as Defined by AR 600-20

- Behavior of a sexual nature which attempts to influence the career, pay or job of another soldier or civilian.

- Deliberate verbal comments or gestures of a sexual nature that are offensive to the person to whom addressed.
- Abusive physical contact of a sexual nature.

REFERENCES:

- [AR 600-20](#): Army Command Policy
- [DA PAM 350-20](#): Unit Equal Opportunity Training Guide

TIPS

- Establish liaison with your equal opportunity advisor at brigade, division, and installation, as appropriate, to help you assess your equal opportunity climate.
- Be proactive. Do not sit back and wait for incidents to happen and then decide that you should have started action in the organization earlier.
- Ensure that your unit has a policy memorandum on equal opportunity and sexual harassment.
- Be sure your commander is thorough and swift in dealing with allegations.

WEIGHT CONTROL

YOUR ROLE: Monitor each subordinate unit's weight control program. and maintain an accurate roster of those soldiers who are enrolled.

Physical fitness and weight control promote a positive attitude and resistance to stress, disease, and fatigue. A weight problem can be a clear sign of either medical problems or poor self-discipline.

The primary responsibility for weight control rests with the soldiers. However, your commander is responsible in enforcing the weight control program ([AR 600-9](#)). You must monitor the program and keep the commander advised.

Company commanders arrange for their soldiers to be weighed every six months as part of the APFT. As soon as a soldier is placed on the overweight program, the commander initiates a flag in accordance with [AR 600-8-2](#). This makes the soldier ineligible for promotion, command assignment, school attendance, reassignment, reenlistment, and extension of service.

A soldier enrolled in the program must weigh-in and conduct body fat measurements monthly. Commanders should insist on a medical evaluation to identify any medical causes for excessive weight gains. When the desired body fat standard is obtained, the commander removes the soldier from the program and lifts the flag.

A commander may separate a soldier from the Army for failing to meet the body fat standard after the prescribed six-month period or if no weight loss has occurred for two consecutive months.

A soldier who comes off the program is on probation for the next 36 months. If, within the first 12 months, the soldier becomes overweight again, the commander may immediately begin separation processing. If, within 12 to 36 months after coming off the program, the soldier is overweight, he has 90 days to lose the excess weight.

After pregnancy, a female soldier must meet established weight standards after her return from convalescent leave.

REFERENCES:

- [AR 40-501](#): Standards of Medical Fitness
- [AR 600-9](#): The Army Weight Control Program
- [AR 600-8-2](#): Suspension of Favorable Personnel Actions (Flags)
- [DA Pam 600-8-1](#): Standard Installation/Division Personnel System (EMILPO) Battalion S1 Level Procedures

TIPS

- Make sure that standards are applied fairly and equitably throughout the unit.
- Advise unit commanders that weigh-in evaluations, weigh-in results, counseling sessions, and so fourth, must be documented. Proper documentation is required for separation proceedings.
- Encourage commanders to have soldiers who are enrolled in the program to weigh in every two weeks.
- Reconcile your flags ([DA Form 268](#)) with all soldiers on the weight control program.
- Ensure you remove the flag on soldiers who complete the program successfully.
- The field medical assistant can help monitor this program.

PHYSICAL PERFORMANCE EVALUATION SYSTEM (PPES)

YOUR ROLE: Understand the PPES, how the MOS/Medical Retention Board (MMRB) functions and its decision options. Monitor all soldiers with a P3 physical profile from their notification to report to the MMRB until final action is recommended. Initiate referral to the MMRB if MPD does not send notification.

Through the PPES, all soldiers are physically qualified to perform the duties of their PMOS or specialty code world-wide under field conditions. Those who are not physically qualified are reported for physical disability determination or are reclassified.

The PPES ([AR 600-60](#)) provides for an [MMRB](#) to serve as an administrative screening board to determine the physical qualification of soldiers who are issued a permanent physical profile with a numerical factor of "3." After completing its evaluation, the MMRB recommends to the general court-martial convening authority one of the following:

- Retention in PMOS or specialty code.
- Reclassification.
- Probationary status (a period not to exceed six months). The MMRB determines that the medical condition may improve during this period through rehabilitation.
- Referral to the Army's physical disability system.

With this system, you should no longer have soldiers who cannot perform their field duties as a result of a "permanent" medically limiting condition. Under this system, the mission and capabilities of each unit and the requirements and authorizations for personnel and equipment are specified by a basic authorization document.

Obtaining a physical profile to avoid duty or deployment will result in immediate referral to an MMRB in accordance with policies of [AR 600-60](#).

For the system to work, there must be a continuity of effort among commanders, doctors, personnel managers (unit adjutants and MPD), and the physical disability system. Do not accept unreasonable delays. Bring them to the attention of your commander if the installation is not providing adequate support.

TIPS

- Coordinate programs with the CSM, who should be aware of soldiers with medical problems.
- Require your medical section or medical support element to provide you with a copy of permanent physical profiles (level 3).
- Monitor soldier's status throughout reclassification and physical disability processing.
- Update soldier's personnel files as necessary.

PROPERTY ACCOUNTABILITY AND AUTHORIZATION DOCUMENTS

YOUR ROLE: Ensure that all S1 property is properly accounted for and safeguarded and all authorized property is on hand or on a valid requisition.

THE ARMY AUTHORIZATION DOCUMENTS SYSTEM (TAADS)

TAADS is an Army wide system designed to centralize the control of personnel and equipment required by and authorized to Army units or organizations.

Table of Organization and Equipment (TOE)

A TOE prescribes the mission, organizational structure, personnel, and most of the equipment requirements for a military unit. It is a requirements document that provides a basic guide for developing units on a worldwide basis. For example, an infantry battalion in Europe is organized under the same TOE and has the same basic structure as an infantry battalion in the Pacific region.

Modification Table of Organization and Equipment (MTOE)

An MTOE is an authorization document that prescribes the modifications to a basic TOE which are necessary to adapt its mission, capabilities, organization, personnel, and equipment to meet the needs of a specific unit or group of units. The MTOE gives the major Army command (MACOM) commander a way to modify the standard TOE for one or more of the TOE units under his command. The MTOE authorizes the reorganization of a specific unit to meet the requirements of the command to which the unit is assigned. A Department of the Army (DA)-published MTOE is the official authorization document for the TOE units and is the authority for organization property on hand in the organization.

Table of Distribution and Allowances (TDA)

The TDA prescribes the mission, organizational structure, personnel, and most of the equipment allowances for a unit for which there is no TOE. When there is a requirement for this type of unit and there is no suitable TOE, the unit is organized under a newly developed TDA.

AUTHORIZATION DOCUMENTS USED BY TOE UNITS

The authorization documents for the major types of property needed by TOE units are discussed below. The S4 can help you if you need to learn more about property.

Installation Property

TOE units and organizations located at an installation may be issued installation property items including bedding, food service equipment, office furniture, and other types of equipment that are necessary for comfort or convenience. These items are also authorized by CTAs 50-900 and 50-909. Installation property is used only for support of non-deployable garrison mission requirements. Installation property is not authorized to be taken to the field with the unit or upon deployment.

A TOE unit may be assigned a non-TOE mission while stationed at an installation. This means that the TOE unit may be authorized certain items of installation property that are required to accomplish a non-TOE mission. Usually, these items are authorized by the installation TDA. However, they may be authorized by a specific TDA that has been established to augment the TOE unit while it is performing a non-TOE mission.

Expendable Property

TOE units use many items such as housekeeping items and repair parts that are classified as expendable. Most of these expendable items (except repair parts) are authorized by CTA 50-970. The authorized allowances of repair parts that your unit needs to maintain its equipment are prescribed in technical manual (TM) repair parts and special tool lists. These manuals are shown with the letter P at the end of the TM number.

Personal Clothing

Personal clothing includes the items of individual clothing, footwear, and headgear that each enlisted person must have regardless of geographic location. Under the clothing allowance system, enlisted personnel are given an initial issue of personal clothing and a monetary allowance to maintain these items. The authorized allowances of personal clothing for enlisted personnel are in CTA 50-900; the procedures for issuing them are in [AR 700-84](#).

AUTHORIZATION DOCUMENTS USED BY TDA UNITS OR ACTIVITIES

The basic authorization document used by a single activity such as the U.S. Army Quartermaster School (USAQMS) is different from that used by TOE units. Use the TDA that prescribes the organizational structure and the personnel and equipment allowances for non-TOE units or activities. All items authorized for an activity by TDA are accounted for in the appropriate section of the property book. TDA units use the same authorization documents for personal clothing, installation property, and expendable supplies that TOE units use.

TIPS

- Inspect all items on the S1 section hand receipt.
- Ensure that secure storage areas are available.
- Provide time for primary hand-receipt holder to conduct periodic inventories of property.
- Turn in unserviceable equipment and coordinate the replacement of shortages.
- Familiarize yourself with all of your unit's authorization documents.
- Maintain a current MTOE or TDA.
- Coordinate with the S3 to submit changes or corrections to MTOE/MTDA.

LINEAGE AND HONORS

YOUR ROLE: Use your unit's lineage and honors to build unit esprit de corps, commitment and cohesion. The S3 is the unit historian; you use that history to perpetuate unit traditions.

A unit's lineage and honors is its link with the past. The unit does not rest on its past achievements but builds on them. Soldiers take pride in a unit's campaign credits and awards, but unit history by itself will not develop esprit de corps. Identify the sources of these traditions, and integrate them into your unit activities.

Every MTOE unit has a lineage and honors certificate. It lists the date of activation, all further lineage of the unit, and all campaign credits and unit awards. [The Center of Military History](#) produces this certificate, which commemorates a unit's activation or other significant day. Certificates for all unit awards are provided by the [PERSCOM Awards Branch](#).

The [Institute of Heraldry](#) produces your unit's grant of arms. The lowest numbered battalion in CONUS in each regiment and all separate battalions display it. Other regimental battalions should have a photograph of it.

Historical photographs of your unit and its personnel are kept at the [Defense Visual Information Center](#). Prints can be obtained from them.

Historic and heraldic items are stored at Pueblo Army Depot during unit inactivation. Historic flags are stored at Chambersburg, Pennsylvania.

TIPS

- When you have an open house, invite the Public Affairs Officer to cover it.
- Remember to invite to social functions or unit activities any veterans or retirees in the area who may have served with your unit.
- Remember to include Reserve Component soldiers in the area who may have an interest in or link with the unit.
- On your calendar, note significant events and key players. The calendar can later become a source document for writing your input for the annual historical document. Check the streamers on your unit colors as well as the unit awards your unit wears against the lineage and honors certificate.

REFERENCES:

- [AR 1-100](#): Gifts and Donations
- [AR 600-82](#): The U.S. Regimental System
- [AR 601-280](#): Army Retention Program
- [AR 614-100](#): Officer Assignment Policies, Details, and Transfers
- [AR 614-200](#): Enlisted Assignments and Utilization Management
- [AR 840-10](#): Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates
- [AR 870-20](#): Army Museums, Historical Artifacts, and Art

U.S. ARMY REGIMENTAL SYSTEM (USARS)

YOUR ROLE: Understand the benefits of [USARS](#) to both the soldiers and the Army, and communicate them through positive leadership and innovative management.

The U.S. Army Regimental System (USARS) began with 15 combat arms regiments being implemented in 1983. USARS benefits include long-term identification with a distinguished regiment or corps, potential for recurring assignments and perpetuation of the history, customs, and traditions of our distinguished regiments and corps.

All career combat arms soldiers are required to affiliate with a regiment of their choice regardless of the regimental affiliation schedule. Soldiers are permitted to change affiliation at any time. Combat arms first-term soldiers will be permitted to voluntarily affiliate with any of the regiments, or they may elect to delay their affiliation until reenlistment. Regimental affiliation for enlisted soldiers will become a primary assignment consideration. Combat Support (CS) /Combat

Service Support (CSS)/Corps of Engineers soldiers holding branch-specific MOSs are affiliated with that corps under the whole-branch concept.

Each regiment has a regimental adjutant who is assigned to the [Total Army Personnel Command \(PERSCOM\)](#). This adjutant provides liaison between your regiment and the personnel management agencies at DA. The adjutant is your point of contact for regimental-related issues that need resolution at Army headquarters. The regimental adjutant's responsibilities are to:

- Assist in his regiment's affiliation.
- Monitor the overall strength of the regiment.
- Assist soldiers of the regiment on extra-regimental assignments.
- Act as liaison between their regiment and DA.
- Act as liaison between battalions of the regiment.
- Initiate or change regimental affiliation. Affiliation can be initiated in the SI section and forwarded to the supporting MPD. See MILPO Letters 86-7, dated 18 April 1986 and 86-11, dated 6 June 1986 for procedures.

REFERENCES:

- [AR 600-82](#): The U.S. Army Regimental System

TIPS

- [AR 670-1](#) authorizes the wearing of regimental crest and provides the details for its wear.
- If you need assistance, call the Regimental System Branch at TAPERSCOM

MANAGING YOUR TIME

YOUR ROLE: Manage your time effectively to get the job done. Demands on your time come from many sources. You take care of the soldiers and their families as well as the commander and his staff. At the same time, you have certain functions and tasks as a staff officer.

SUSPENSES

All actions do not deserve the same priority; clearly, those actions, which the boss judges important, will have the highest priority. Much of your time is devoted to ensuring suspense's are met. One technique to control suspense's is to use 3x5-inch cards, daily tabbed dividers, and a file box. Automation software is also helpful in managing suspense's.

IN-OUT BOXES

Organizing your work can save you a lot of time. Don't have four in-boxes on your desk; it is either in or out. Make separate files for your in-box: signature, proofreading, drafts, writing, reading, action, legal, awards. Judge how long it will take to get through a file, and do not pick it up unless you intend to finish it. Signature documents always have priority; do not let them spend an evening in your in-box. Forget about trying to touch each piece of paper only once. You are an information conduit, and everything will come back to you until it is completed or new information supersedes it. Some actions, such as personnel and legal, are easier to deal with by having the assistant personnel sergeant or legal specialist standing next to you giving you a complete brief on the action.

ROUTING SLIPS

Routing slips are important for your individual organization. Ensure that anything that comes to you has a routing slip on it to tell you what and why. This may include a paper the S3 needs signed "For the Commander". Do not let other staff officers tell you to sign something right now. You must read it, understand it, and ensure that it is correct and necessary. It may only take a minute, but that is why you have a signature file.

CALENDARS

Use a series of weekly calendars, including the weekend, on which to list tasks and events. Update it whenever you think of something, months in advance if possible. Then back-plan all the components and tasks so you will have steady progress toward the end result.

QUIET TIME

You need uninterrupted quiet time every day to do your thinking and writing. You may want to report to work early. If so, reserve this time for your work, not for helping the staff duty officer. This may also be a good time to discuss important issues with the commander. You may also establish a quiet hour at the same time every day during duty hours. Tell your personnel sergeant to hold all calls and visitors (except your commander), close your door, and work. Return calls or visits when your quiet time is over. Lunch and physical training time can also be your personal time to use as needed.

UPDATES

You supervise many functions and programs. To use your time more wisely, never do your subordinates' work. Give them authority to do the whole job, and hold them accountable. Schedule updates at the same time every week, preferably on the same day. Keep a book of 5x8-inch cards that cover your

areas of responsibility. Soldiers can come in once a week and insert the new card. Study your book during quiet time, and send routing slips if you have questions. These updates, however, are not substitutes for personal coordination with your soldiers.

STAFF MEETINGS

Staff meetings are necessary events that take time. If daily staff updates are required, help the XO keep them to 20 minutes. You need to know what staff sections are doing, but not the details of all actions. If you call a meeting and participants are unprepared, cancel it, and reschedule when they are ready. Below division level, do not waste time writing information papers, fact sheets, decision papers, and so forth. However, for command and staff meetings you may want to use fact sheets and information papers to cut down on briefing time.

END OF DAY

The boss may want you to stay until he leaves for the day. If he does not and your work is done, do not feel obligated to stay. Always check with the boss before you leave to ensure that he does not need anything else. As your relationship develops, you may decide to stay even though the boss has said he does not need you.

TIPS

- Do not neglect physical training.
- Do not be afraid to ask for help.
- Give your subordinates authority and responsibility.
- Use a system that simplifies managing your calendar.
- Protect your time. Develop the ability to tactfully say, "Go away."
- Standardize your week and day, but do not get into a rut.
- Understand the requirement before you start. Do not waste time working on the wrong problem.
- Sometimes the best use of your time is to give yourself a break and get out of the office.
- Take time to take care of your personal business and needs.
- Take ten minutes at the end of each day to focus on tomorrow.
- Train your soldiers to brief.

COMMUNICATION

YOUR ROLE: Write and review correspondence for the boss's signature. Learn his style preferences. Develop your skills as a military briefer.

As the S1, the unit regards you as the "expert" writer and briefer. You are expected to set the example. You will spend a vast majority of your time communicating, both speaking and writing. Conveying ideas and articulating information effectively is a skill you must learn, develop, and refine. Becoming an expert communicator requires a great deal of practice.

WRITING

[AR 25-50](#) is your bible for various military and nonmilitary correspondences. It provides a wealth of information that can save you time when you are writing. Become familiar with it, and use it. Write naturally, using the words you use in speaking. Keep your sentences short, and avoid a bloated bureaucratic style. Your job also requires you to edit and critique written correspondence within your headquarters. Set the example by proofreading your own correspondence. Proof handwritten notes before you pass them on to someone else. If something is important enough to be written, it is important enough to be proofread.

Remember these things when you write:

- Consider the intended reader, and write for him.
- Determine the purpose of what you are writing.
- Begin sentences and paragraphs with your main point.
- Write an outline.
- Use personal pronouns.
- Keep it simple; use specific terms.
- Use the active voice.
- Keep the same writing style through- out your document.

All correspondence leaving the headquarters represents your boss and the command. Ensure that it is in the proper format and without grammatical and typographical errors. Be sensitive when critiquing someone else's written work being careful not to impose your personal bias. Ask yourself, "Does this tell the reader the facts?" Recommend changes that significantly enhance the clarity.

SPEAKING

Rehearsal is the key ingredient in giving an effective fellow officer to listen to your briefing and then give you an honest critique. Like effective writing, effective briefing techniques are accomplished only by practice.

Essentially, there are only two types of military briefings: information and decision. The purpose of the first is to pass on or convey information. The second is much the same, except that the listener is expected to make a decision based on the facts presented.

As you prepare information briefings, follow this format:

A. Introduction.

- (1) Greeting.
- (2) Purpose.
- (3) Procedure.
- (4) Classification.

B. Body.

- (1) Arrange main ideas in a logical sequence.
- (2) Plan for effective transitions.

C. Closing.

- (1) Ask for Questions.
- (2) Present concluding statements.

As you prepare decision briefings, follow this format:

A. Introduction.

- (1) Greeting.
- (2) Announce the problem statement(s) and state that the main purpose of the briefing is to obtain a decision.
- (3) Procedure.
- (4) Coordination.
- (5) Classification.

B. Body.

- (1) Assumptions.
- (2) Facts bearing on the problem.
- (3) Discussion.

(4) Conclusion.

(5) Recommendation(s).

C. Closing.

(1) Ask for questions.

(2) Request a decision,

Remember these things as you speak:

- Know your audience, and speak to it.
- Do not stand between your visual aids and the audience.
- Do not bore your audience by reading everything on the visual aid.
- Maintain eye contact with your audience.
- Be natural, be brief, and then be seated. Do not waste your listeners' time.

REFERENCES:

- [AR 25-50](#): Preparing and Managing Correspondence
- [DA Pam 600-67](#): Effective Writing for Army Leaders
- [FM 101-5](#): Staff Organization and Operations

TIPS

- Keep a file of sample letters of appreciation and commendation (and endorsements), award recommendations, and narrative justifications. Add to it whenever you write anything.
- Whenever possible, conduct business in person or by phone. Use a memorandum for record (MFR) or OF 271 (Conversation Record) to track your work.
- Keep the boss informed; bad news does not get better with time, and surprises are not welcome.

ADJUTANT'S LIBRARY

YOUR ROLE: Develop a personal library to meet your individual needs. Your desk side library of reference books will help you find an answer fast and eliminate your rummaging through the S1 section.

Your library should include personnel policies, books on unit programs you manage, and other general reference materials you use frequently. Establish the guideline that your personal references will not be the same as the references in your S1 section library. While you may have some duplication, include only

those references you use on a frequent basis. In addition to regulations and other policy sources, keep, in some organized fashion, information on the programs that you manage. Notebooks generally work well. For each program, include a copy of its references, minutes from meetings, reference material published by your installation or higher headquarters, inspections, reports, or anything that helps you monitor the program.

The following list is a starting point to help you develop your personal library. See Appendix B for additional publications to choose from.

- [Dictionary](#)
- [Thesaurus](#)
- Army Officer's Guide.
- [Manual for Courts-Martial.](#)

TIPS

- Ask other adjutants about references they find helpful for their personal libraries.
- Remember, the purpose of the library is to save you time and keep you organized.
- Highlight in your reference books those areas you use most often and have difficulty finding.
- Write notes to reference local supplements or to jog your memory. Tabbing frequently used references can be helpful.

CHAPTER TWO

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CHAPTER 2

FOR THE COMMANDER

ESTABLISHING THE RELATIONSHIP

YOUR ROLE: Make every effort to develop a beneficial relationship that will have a positive impact on the command. Due to your unique role, consider the relationship with the commander as both professional and personal.

The commander needs to know you as a person, not just your military involvement. Since this is a continuing process, you must start immediately. Schedule a meeting with the commander to share information about yourself.

- Mention military career information about yourself.
- Explain why you are in the Army and what you want out of the Army.
- Talk about your personal and family life, both current and background.
- Discuss what is important to you in terms of your military and personal goals and values.
- Tell the commander what you need from him, and ask what he wants from you.
- Finally, talk about what you can offer. Explain what you would like to do as the S1 for the command, and share any concerns you might have about your new position as adjutant.

Responses to the above can usually lead you to ask questions that will let you know the commander as a person. Some examples are the following:

- What is your philosophy of leadership?
- How will you interact with officers, NCOs, enlisted, and family members?
- What role will your family play?
- What are your goals for the unit?
- What are your likes and dislikes, professionally and personally?
- How can I best assist you to make your command assignment professionally and personally rewarding?

Your initial meeting will start the trust process and give you the invaluable information you need about the commander. You can establish a mutually dependent relationship by reaching an understanding of the boss and yourself regarding strengths, weaknesses, work styles, needs, and expectations. Getting to know the commander does not end here. It is a process you must continue to develop and manage.

PERSONAL BUSINESS

YOUR ROLE: Take care of the commander and help take care of the unit. The extra things you do ultimately benefit the entire command.

As an aide to the commander, you will take care of a variety of issues and help add a personal touch to the unit. However, your role goes far beyond this, since by being the aide to the commander, you are also being an aide to the unit. Remember, your commander is the unit to the outside world.

Here are a few things you can do to make this happen:

- Help the commander know the unit. Talk to him about new people in the unit, and let him know personal things about people.
- Get a sample of the commander's writing to learn his style.
- Write birthday letters, congratulatory notes, and so forth, and send them to the commander for signature.
- Maintain a list of birthdays of all officers and senior NCOs.
- Be sure to get a command photo.
- Arrive ahead of the commander to make sure everything is prepared.
- Check the commander's uniform for any potential discrepancies.
- Remind him where he is supposed to be next.
- Prepare him for the next day.
- Ensure the commander's office is kept clean.
- Train the driver. The driver is the one who takes care of the commander in the field.

TIPS

- Tell the unit what the commander likes.
- Do not be afraid to do too much. The commander will tell you if you are overdoing it.

COMMANDER'S FAMILY

YOUR ROLE: Take care of the commander's family just as you do the commander, and help the commander's spouse with unit activities.

If your commander is married, the family is also part of the unit and is an extension of the command. The family also represents the unit to the outside world. Taking care of the family makes them more a part of the unit and pays dividends for the commander because he knows his family is being taken care of.

Get to know the commander's spouse. Find out how they want to participate in the unit and to what degree they will be involved. If the spouse cannot be involved because of other activities that take precedence, or if your commander is single, then another spouse will assume the distaff responsibilities of the unit. In most cases, this will be the XO's spouse.

The commander's spouse may organize an informal social and support group of the unit officers' spouses, which may play a big role in your sponsorship program and social activities. This group is separate from the family support group. The commander's spouse may also organize assistance for spouses who become ill or for families in crisis.

It is very important to keep the commander's spouse informed of what is going on. Anything that concerns the unit also concerns the spouse. Examples include, upcoming field training exercises, Combined Federal Campaign/Army Emergency Relief fund drives, arrivals and departures, unit social functions, and other upcoming events.

TIPS

- Do not be afraid to call the commander's spouse. Inform the spouse of your past unit experiences or activities that have been successful and enjoyable.
- If the commander's spouse is new to the Army, make available as much information as possible to assist them in making decisions regarding your unit's activities.
- Offer the commander's spouse the opportunity for the spouses to help set up unit social functions.

COMMAND CLIMATE

YOUR ROLE: Understand how you can help your commander shape the climate. It is through the command climate that you can help the commander care for soldiers and their families.

Command climate is the atmosphere or environment created within your organization by your commander and his chain of command. Every good commander strives for a climate in which soldiers are anxious to do their best every day. It comes when soldiers feel that their contributions are essential and appreciated. When the soldiers talk about 'we' and 'us,' you know you are getting close.

Your commander brings three unique aspects of leadership to your unit: vision, communication, and climate. They are a reflection of his style and purpose. The commander's vision represents the critical path the unit will follow to meet its commitments, maintain a high state of readiness, and provide for the welfare of its soldiers. The commander's challenge is to understand the climate and identify the means to shape it to match his vision.

A major component of the command climate is the objective of fostering wholesome families and communities. The commander must include this philosophy and new family initiatives in his climate assessment. More importantly, he must genuinely believe in the role of family programs and include them in his vision.

You, along with the other members of the personnel family, become the command climate catalyst. Together you help your commander shape the

command climate in such areas as discipline, drug and alcohol abuse, equal opportunity, quality of life, safety, leadership, personnel management, promotion, retention, reclassification, physical performance, and other organizational climate factors such as stress management.

REFERENCES:

- [DA Pam 600-69](#): Unit Climate Profile Commander's Handbook

TIPS

- Understand your role, and effectively implement programs to help you and your commander promote a positive command climate and high morale.
- As you examine the pulse of the command and you notice a trend, go to the subordinate unit commander and let him know what you see.
- Write a complete personnel estimate for the unit during your first month on the job. This forces you to take a close look at all aspects of the unit. Update it monthly. Now it is on the shelf for contingencies. See [Human Dimension in Chapter 3](#) for a personnel estimate format.

MANAGING THE COMMANDER'S TIME

YOUR ROLE: Help the commander manage his time so that he can accomplish the work he must get done and still have time to command.

Your commander's time is a precious resource. Protect his time by preventing others from monopolizing it. Assist the commander in developing and maintaining a daily routine. There are several techniques you can use to track the commander's schedule. Two suggestions are offered here, but obviously what the commander prefers will be the determining factor.

Today, automation software programs enable you to easily change, update, and disseminate the commander's near, short, and long-range calendars. The wall-mounted, four-month planning calendar also provides an excellent short and long-term view.

Regardless of the type of calendar used, do the following:

- Know the commander's location at all times.
- Schedule visitors from outside the battalion.
- Schedule appointments, briefings, and meetings to avoid conflicts.
- Highlight times and dates important to the commander such as awards and promotion ceremonies, courts-martial, briefings, and meetings.
- Highlight scheduled leaves for all key personnel.

- Highlight scheduled TDY dates for the commander and key battalion personnel.
- Highlight social engagements such as dining-ins, hails, farewells, and receptions.
- Highlight scheduled inspections.
- Highlight commander's and staff calls.

The commander spends most of his time out of his office and with the soldiers. Help maximize his time in the office by scheduling a brief, daily update meeting early in the morning with the XO, CSM, and yourself. Afterwards, spend about 15 to 20 minutes going through his work files. The way you organize his work is the key. Develop a system that works best for him.

The commander needs his quiet time. Determine when he wants this time, and schedule it every day. Allow interruptions only if the matter requires his immediate attention.

If possible, you should be physically located close to the commander's door. Then you will be readily available to him, and you can better control the flow of traffic in and out of his office. Screen all visitors and phone calls. Over time, people will come to you first.

If the commander has a civilian secretary, she will normally manage the commander's time and calendar. Continue to keep your own copy of the commander's calendar, and check with the secretary regularly to keep your version current. Stay informed of where commander is and what he is doing.

SIGNING FOR THE COMMANDER

YOUR ROLE: Review all correspondence for content and administrative accuracy prior to signing "For the Commander." Ensure that it meets your commander's philosophy, priorities, and guidance.

The staff takes care of business and develops written correspondence for your commander's signature or for the signature of his designated representative. The responsibility for reviewing correspondence for content and administrative accuracy generally belongs to you.

The commander does not have time to sign all correspondence. In fact, he will probably reserve his signature for correspondence he personally writes or which requires his personal signature by regulation, policy, or protocol. Accordingly, he must appoint someone to sign for him, and in most cases, you will fill this role.

Some commanders let the S3 sign "For the Commander" in addition to the adjutant. However, since you should review all correspondence leaving your

unit, it is generally the best policy to have only you sign "For the Commander." This policy lets you know about unit activities and the current status of all unit correspondence.

Only sign correspondence you are certain your commander would approve. As his designated representative, your signature represents his de facto approval of the action and correspondence. Except as stated, all correspondence going to higher headquarters must be signed "For the Commander." The two exceptions are correspondence for information only and responses to earlier correspondence not signed "For the Commander" by higher headquarters (e.g., staff element to staff element).

REFERENCES:

- [AR 25-50](#): Preparing and Managing Correspondence
- [DA Pam 600-8](#): Management and Administrative Procedures

INFORMATION MANAGEMENT

YOUR ROLE: Serve as both a conduit and expediter of information. This is one of your most important functions.

Having access to timely, accurate information allows the commander to understand the unit's current status and gives him a solid foundation for his decisions.

Your first order of business is to check the following areas:

- [Distribution center.](#)
- [Information flow to the commander.](#)
- [Reading file.](#)
- [Incident management.](#)
- [Command Climate Folder.](#)
- [Public affairs.](#)

DISTRIBUTION CENTER

The distribution center is one of your keys to success for managing and distributing information throughout the unit and to higher headquarters. Assess the efficiency of your distribution operations. If you are unsure about the condition of your center, do not start off by being too optimistic.

The three most important areas to check are:

- Information distribution--Getting the document to the right person.
- Information reproduction-- The required number of copies and availability of photocopying equipment in the unit.
- Information pickup-- Occurs at least once a day and twice if distribution is sorted in the morning and afternoon.

Spend time with your clerk to establish an efficient system. Standardize for location and number of copies, as many types of incoming distribution as possible. If your unit does not have a distribution sheet, create one with your staff elements, units, and key command personnel on it. Tell your clerk to indicate distribution location and number of copies to each location on the copy for the commander's reading file.

INFORMATION FLOW

Information flow to the commander must be both timely and efficient. Ensure that she is well informed and is not embarrassed by superior commanders due to a lack of information.

Do not put off bad news. Tell the commander immediately about current issues, both good and bad. Give him all the facts, and continue to research the situation for additional information. Report the status as you know it. If your initial information is preliminary, but it is urgent that the commander be informed, tell him that it is a preliminary report and more details will follow.

Always bring the commander a "problem and a recommended solution", not just a problem. Become known as a problem solver, not the bearer of bad tidings. However, there may be some instances where a recommended solution is inappropriate. These may be matters that concern higher ranking personnel or other sensitive areas that can only be considered by the commander.

While delivering information, also remember that "you can get shot because you are the messenger." The commander may relieve some initial frustration on you or use you as a sounding board. Listen and determine if the commander is simply venting frustrations or is seeking input on problems that need solving. Know when to listen and when to act.

Help the subordinate commanders by keeping them informed of potentially embarrassing incidents involving members of their command when you know they have no prior knowledge. This lets them initiate appropriate action. Promote harmony within the organization, but remember that your first priority is your commander.

READING FILE

Establishing a commander's reading file is one way you can keep the commander informed about what is happening in the unit. Include a copy of all essential distribution with the stamp of who received it and the number of copies. Maintain a separate reading file for each day. Coordinate with the XO to establish an efficient procedure to move the file to the commander in a timely manner.

INCIDENT MANAGEMENT FILE

Monitor the current status of all incidents your commander is tracking. Give him daily status reports as appropriate until the incident is closed. Maintain confidentiality of information.

COMMAND CLIMATE FOLDER

Establish a command climate folder for the commander. However, be careful of statistics; they can be damaging. Trends are indicators of command climate, but they may be misleading.

REFERENCES:

- [DA Form 200](#): Transmittal Record

POLICY FILE MANAGEMENT

YOUR ROLE: Maintain a policy book that contains the policies from all your higher headquarters. Help the commander develop unit policies and keep a current policy book.

Policies are command decisions that impact soldiers and are not temporary or restricted to isolated situations. Help your commander establish policies to support the goals of the organization. Do not design policies for one specific situation, because they can restrict the subordinate commanders' flexibility in commanding their units. Your commander's policies should not repeat information that is regulatory or is already the policy of a higher headquarters. Sometimes, however, repetition of a policy may be necessary to ensure that the requirement is communicated to all soldiers. Ensure that your policies are typed in memorandum format. Number each policy memorandum consecutively, and ensure that it contains the purpose, background, and discussion of the policy.

PROVIDING COUNSEL

YOUR ROLE: You will be sought out to provide counsel to the command. This means giving assistance and clarification. It also includes pointing out deficiencies, shortcomings, and problems.

Providing counsel requires sensitivity, timing, and tact. Your position as adjutant places you at the hub of the command and in a unique position to fulfill this role. You have the ear of the commander, the XO, and the staff, and you know everything that is going on in the unit and the direction the unit is taking.

As you establish your relationship with the commander, you will become a sounding board. As the trust is cemented, you may become a confidant. Since you know the commander and protect his time, staff officers and commanders will come to you before they see the commander. Once your credibility has been established, NCOs will come to you on personnel actions and other concerns. Your credibility and value as a counselor increase as trust in you increases.

REFERENCES:

- [FM 22-100](#): Army Leadership - Be, Know, Do
- [FM 101-5](#): Staff Organization and Operations

LEGAL ADVICE FOR THE COMMANDER

YOUR ROLE: As the commander's advisor on the administration of military justice, you should be thoroughly familiar with all administrative aspects of military justice.

You are responsible for legal administration within the unit. Both the company commanders and the battalion or brigade commander will seek your advice. While you may provide considerable information about the military justice system, be careful that you do not become the unit legal advisor. The staff judge advocate (SJA) fulfills that role.

Each unit has a designated officer from the post or division legal office who talks directly with your commander. Establish a good working relationship with the SJA officer, and use his expertise. However, since you are accessible and the legal specialist works for you, you will be called upon for advice. Be prudent and accurate in all legal matters.

For each military justice action, first determine the objective. Then determine the most appropriate steps or actions. Ensure that the evidence and supporting documentation justify the legal course of action. If a court-martial is deemed appropriate, contact your SJA for advice.

No matter how deserving a soldier may be for an adverse action, the command must prove it. One of the most important things you can do for the commander is to understand the elements of proof and the maximum punishment stated in the Manual for Courts-Martial (MCM) for a particular offense; the SJA will assist you. Those two items will tell you if you should

proceed. In fact, the elements of proof should be the guide for Article 15 proceedings.

Search and seizure is a significant legal process all officers and NCOs must understand. Talk to the SJA to make sure your understanding is correct, and ask him to conduct unit training. Be sure commanders understand the difference between inspections and searches. You must have a policy on regular inspections and a separate policy on health and welfare inspections. The policy must state that they will be conducted periodically. [Manual For Courts-Martial \(MCM\)](#) page iii-12 details the information between searches and inspections.

Assist subordinate commanders on the use of the Summarized Article 15, and explain the purpose for filing an Article 15 in the restricted portion of the official military personnel file (OMPF). Remember to ask, "What is the desired outcome?" For restricted fiche, ask the Question, "If this is serious enough for an Article 15, why are you putting it in the restricted file?"

There are certain offenses that are of a more serious nature than others. If the commander is concerned that cases are disposed of improperly, close coordination with your SJA is required. The SJA can help your commander ensure that cases are handled properly without becoming involved in unlawful command influence.

Title 10, U.S. Code, Section 936 (Article 136, UCMJ) authorizes you, as adjutant, to administer oaths for the purpose of military administration including military justice. You have the general power of a notary public for federal purposes. You may or may not have it for state or local purposes depending on applicable laws. Your signature without the notary seal, together with the title of your office, is legally sufficient evidence of your authority. Use care and caution in the execution of your authority. When in doubt, consult the SJA office.

REFERENCES:

- [AR 27-10](#): Military Justice
- [FM 27-1](#): Legal Guide for Commanders
- [Manual For Courts-Martial \(MCM\)](#)

CONFERENCES

YOUR ROLE: Make sure your commander is informed and is prepared to attend all conferences, both internal and external. You are responsible for certain aspects of internal conferences.

INTERNAL

Be sure an agenda is prepared in advance, to include briefer, topics, and time limit. Have copies of the agenda produced in advance and distributed to all conference attendees. Review the agenda and obtain the XO's approval. Commanders and staff who wish to brief and who have handouts should give you the handouts at least 24 hours before the conference. Give the commander a read-ahead package of the conference or brief him on the agenda. In order to reduce briefing time, encourage the use of fact sheets and information papers. Do not brief information on the fact sheets. For unit conferences, integrate the seating of commanders and staff. Do not seat commanders on one side of the table and staff on the other side. The conference facility must be equipped with all the required support materials. Check in advance to ensure that everything has been provided. Electronic systems (e.g., public address and overhead projectors) are especially vulnerable to failure.

EXTERNAL

Obtain the conference agenda and handouts for the commander, and brief him on the agenda. Find out what he has to know and ensure that he is briefed in advance. Make sure the commander has all the necessary documents. Coordinate the transportation and know the phone numbers where the commander can be reached. Find out in advance if the conference facility has a designated place with a nameplate for the commander. When someone else represents the commander, you must provide the same services.

THE NEW COMMANDER

YOUR ROLE: Take care of the needs of the new commander and his family. Give a good first impression of yourself and the unit.

The arrival of a new commander can be a traumatic experience for a unit and a smooth transfer of the colors will make the transition smoother. Centrally selected commanders may be slotted up to 18 months ahead of a change of command. This allows ample time to start planning your actions.

Give the new commander as much information about your unit and installation as possible before he arrives. Send him SOPs, unit and local policies, unit histories, unit personnel rosters, social rosters and so forth. Find out as much information about him as possible including his experience, education, training, and family situation.

You must plan for the arrival and physical integration of the new commander into the unit and installation. He may already be stationed at your post or he may get off the plane with his family the day before the change of command. In order to help the new commander and his family transition into the new environment you must keep abreast of current activities and the different schools located in the area where his family may be attending.

The new commander's sponsor will probably be someone not in your unit, which has the potential for problems. Be prepared to act as your new commander's sponsor.

Do not forget the commander's family in all the excitement. It is just as important to get off to a good start with them as with him. Find out the age and sex of the children, and let the unit welcoming committee know all the details so they can plan.

PROFILE MANAGEMENT **(Officer Evaluation Report)**

(From the PERSCOM website)

Managing a credible profile and properly sequencing reports are key to retaining an "above-center of mass" vote. Under the new OERS, senior raters have increased flexibility in managing their profile. The time requirement for receiving OERs at HQDA has been increased to 90 days from the "thru" date of the report. (Note: The plan is to allow only 60 days for HQDA receipt of "complete the record" reports, with the precise time requirements laid out in the applicable selection board message). Senior raters should use the allowed time to ensure reports are received in the intended sequence.

Senior raters also need to program and project out when their rated officers are due a report, for example, annual, change of duty, change of rater, senior rater option and complete-the-record reports (when officers are going before a selection board.) To assist senior raters in managing their profile, the following chart -- a projection of selection board dates by year group -- is provided below:
<https://www.perscom.army.mil/tagd/OERS/seniorraterinformation.htm>

CHAPTER THREE

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UNIT ADMINISTRATION

YOUR ROLE: *Ensure that unit administration in the S1 section is operating efficiently and the S1 has the necessary resources to complete any given task or mission.*

Unit administration encompasses the S1 section to complete a vast majority of written communication for the unit including memorandums, messages, reports, plans, forms, briefings, alert rosters, and miscellaneous correspondence. Processing distribution is another responsibility. You must ensure that distribution gets to the right staff section or person in a timely manner.

Also important to unit administration is the word "maintain." Your unit can be crippled in a number of areas if maintenance is not done properly. These areas may include:

- Correspondence files ([AR 25-400-2](#)).
- Office and computer supplies.
- Duty rosters ([AR 220-45](#) and [DA Form 6](#)).
- Bulletin boards.
- Staff journals ([DA Form 1594](#)).

Unit administration also includes administering the unit fund, [weight control program](#) and Reports of Surveys ([DA Pam 735-5](#)). Replying to special inquiries is an area that you must handle cautiously and expeditiously. Special inquiries include [Congressional](#), Legislative Liaison ([AR 1-20](#)), [Inspector General](#) and [Equal Opportunity](#) complaints. Your S1 section will be involved in preparing sworn and unsworn statements and possibly in publishing a weekly bulletin. The question is, "How will the S1 section do all this?"

S1 SECTION

The S1 section is best able to accomplish its unit administration mission by operating according to an SOP. The SOP should describe the functions and procedures of the S1 section and assign areas of responsibility to S1 personnel. If your S1 section does not have an SOP, develop one with the personnel sergeant. If your S1 section has an SOP, read it. Make it a functional guide which truly reflects how you operate.

In addition to an S1 section SOP, each clerk should have a desk-side SOP that outlines in detail how to accomplish assigned tasks. Desk-side SOPs are essential for cross-training and are extremely helpful when one of the clerks is absent for an extended period of time.

As you review the current S1 section and desk-side SOPs or write new ones, keep in mind the following:

- State specifically who does what.
- Include policies and procedures unique to your unit and/or the division/installation.
- Do not write details of individual tasks, for example, how to prepare a request for orders. This belongs in the clerk's desk-side SOP.

Some S1 section procedures need to be established, but not included in the SOP. These procedures are flexible, like hours of operation, and may change to accommodate unit operations and activities. Some recommendations are:

- Set aside time for first sergeants to take care of business.

- Keep a unit-level calendar.
- Close down the S1 section at least one afternoon per week to train your clerks (e.g., cross-training, Sergeant's Time training, CTT training).
- Establish operating hours exclusively for the companies.

Coordinate with the HHC commander, 1SG, and the XO to ensure that your S1 section is part of company formations, training, and duties and is still able to accomplish the S1 section's missions. One technique is to cross-train your soldiers so that all S1 section missions can be accomplished.

WARTIME

Unit administration is not just a peacetime function. It must be functional during the transition to war and in wartime. The intensity of your unit administration will change very little during small scale contingencies. The most radical change will occur full spectrum of operation/Major Theater War (MTW). The only way, short of going to war, to gear up your unit administration to transition to war is to deploy the S1 section to the field and exercise personnel play during exercises.

REFERENCES:

- [AR 600-8-103](#): Battalion S1

MORALE, WELFARE, AND RECREATION ([MWR, AR 215-1](#))

YOUR ROLE: Manage the **MWR** programs during wartime. This includes recommending prioritization of **MWR** support and monitoring the awards program.

REST AND RELAXATION (R&R)

When your unit or one of the subordinate units is given R&R privileges, coordinate a schedule of activities and have them reviewed by the commander. Keep in mind that MWR activities place a heavy burden on the chain of command to sustain discipline and morale. Maintain liaison with the Provost Marshal to stay abreast of establishments that are off limits to soldiers, and ensure that the soldiers are thoroughly briefed. Keep the commanders informed. Work with the G1 to coordinate external support of your MWR program as necessary.

Consider the following items when designing your MWR program:

- Organized and individual sports.
- Tours of the local area if the situation permits.
- Leaves and passes ([AR 600-8-10](#)).

- PX facilities.
- Movies (both VCR and DVD).
- Books and magazines.
- Class VI supplies to include sundry packs.
- Musical support from the band.
- Future deployment of units.

You may want to publish a unit newsletter to keep the soldiers informed and provide a vehicle to relieve stress and anxiety.

AWARDS ([AR 600-8-22](#))

The unit awards program takes on increased importance in a combat environment. Recognition of soldiers' combat achievements and the timely presentation of these awards will significantly enhance unit esprit. Ensure that a basic load of awards is available for deployments. Before issuing an award, be sure the recipient meets the criteria for receiving it.

OTHER LINKS:

- [Headquarters for Morale, Welfare & Recreation - We serve the best Army in the World](#)
- [AR 215-3](#): Nonappropriated Funds Personnel Policy
- [DA Pam 215-9](#): Unit Level and Intramural Sports Programs for the Army

TIPS

- Have each unit appoint an MWR representative and alternate, and coordinate activities.
- Have subordinate units deploy with recreational equipment.
- Talk with Soldiers to get a feel for command climate, morale, and combat stress level.
- Endure chaplaincy support is available for the Soldiers.
- Emphasize the timely submission of award recommendations.
- Utilize the MWR plan during peacetime to prepare for the wartime mission.

SPONSORSHIP ([AR 600-8-8](#))

YOUR ROLE: *Oversee your unit's sponsorship program, and implement your commander's sponsorship program philosophy.*

The sponsorship program must reflect enthusiasm for the unit and a caring attitude for the new soldier and her family. An active, effective sponsorship

program pays dividends in how soldiers and their families feel about their new unit and the Army.

Appoint sponsors for both married and single soldiers from PV1 to COL and their families. Select sponsors who are--

- In a grade equal to or higher than the incoming soldier.
- Of similar military background as the incoming soldier. (Consideration of family composition should be included.)
- Familiar with the unit and community.

Do not select sponsors who are being replaced by the incoming soldier or are within 60 days of PCS.

The incoming soldier may choose either full or limited sponsorship. With full sponsorship the incoming soldier wants immediate contact with the sponsor. With limited sponsorship the new soldier is sponsored, but the process does not start until he arrives at the new duty station.

The welcome packet consists of but is not limited to the following information:

- Welcome letter from the installation or unit of assignment.
- Welcome letter from the sponsor.
- Local publications describing the area and facilities available.
- Installation map (if not already included in other contents).
- Installation guide or directory providing locations, phone numbers, hours of operation of key services (e.g., guest housing, post or unit SOC, [AAFES](#) exchange, commissary).
- Personal information handout covering such items as--
 - Personal item requirements such as extra linens, appliances, furniture, auto repair items, personal hygiene items, and so forth.
 - Latest editions of the installation newspaper, if available.
 - ACS handouts ([AR 608-1](#)).
 - Military and civilian public transportation information.
 - Housing information and the location of the housing referral office.
 - Local laws concerning vehicle registration and operation.
 - Local firearms laws and restrictions.
 - Special customs considerations (e.g., pet quarantines, import restrictions).
 - Family member employment information, if applicable.
 - Welcome letter from the unit commander (if different from the above).
 - Clothing requirements based on local climate, life style, culture, regulation, and so forth.

- Personal information required on arrival (e.g., birth certificates, marriage certificates, passports).

OTHER LINKS:

- [Army and Air Force Exchange Service \(AAFES\) Employment](#)
- [Virtual Army Community Service Center](#)
- [Defense Manpower Data Center](#)

TIPS

- Put welcome letters and other standard information on the computer in a file that is easy to find. Automate as much as possible.
- Give sponsors the time they need to perform their duties.
- Remind sponsors of the services ACS provides. (See ACS in Chapter 6 for additional information).
- Ensure that good sponsors receive appropriate recognition.
- Answer the questions that have not been asked. Anticipate the needs of incoming Soldiers.
- Go to the various installation support agencies and get their welcome packets.
- Query incoming Soldiers upon their arrival to determine if the sponsorship program is working well.
- Whenever your unit deploys, the read detachment commander is responsible for the sponsorship program.

PERSONNEL SECURITY CLEARANCES

YOUR ROLE: *Coordinate with the unit security manager, which is usually the S2, for personnel security investigations and security clearances. to include granting of interim security clearances.*

You occupy a very important position when it comes to personnel security clearances. You will be involved in identifying security clearance requirements on authorization documents, requests for personnel security investigation and security clearances, granting of interim security clearances, reporting of derogatory information, suspension of access, and the Personnel Security and Surety Program. You will be working with the unit security manager to maintain the Personnel Security Program.

In some instances you will have personnel in your unit assigned to nuclear or chemical weapons duty. Those personnel will either be in the Personnel Reliability Program (PRP) or the Chemical Personnel Reliability Program

(CPRP). Ensure that all potentially disqualifying information is forwarded to the commander and S2 for consideration.

Personnel security investigations/ clearances involve coordination between the unit commander, S1, and S2. During peacetime you will have to ensure that prompt personnel transactions are made and that time-sensitive documents are annotated and forwarded as appropriate. Coordinate with the S2 for wartime requirements. The key to making the Personnel Security Program work is understanding unit and individual requirements.

Effective 1 May 1999, the Defense Security Service (DSS) stopped accepting the manual SF86/Questionnaire for National Positions. The DSS has mandated use of the Electronic Personnel Security Questionnaire (EPSQ). You must now use EPSQ when requesting a Security Clearance. The following website enables you to download the necessary software and complete the necessary forms online: <http://www.dss.mil>.

- [AR 50-5](#): Nuclear Surety
- [AR 50-6](#): Chemical Surety
- [AR 380-67](#): The Department of The Army Personnel Security Program
- [AR 604-10](#): Military Personnel Security Program

TIPS

- Monitor/notify Soldiers of record audits.
- Ensure that physical examination and official photo suspenses are met.
- Ensure that your Soldiers take appropriate documentation (e.g. copies of award certificate and orders) to the MPD when they update their pQR. The MPD will forward those documents that must be filed in the OMPF.
- Periodically check with your personnel sergeant to see that she is receiving all PQR documents and returning all with corrections. Include PQR check during POM.
- Consider wartime tasks when executing EDREs or POMs.
- Soldiers may review records in permissive TDY status at HRC.
- Determine the dates on which DA selection boards are scheduled, and find out who in your unit is eligible for consideration. Make sure the dates are posted and the Soldiers review their microfiche (OMPF).
- Maintain a file or notebook with a current copy of each Soldier's DA Form 2A and ORB.

MILPER INFORMATION MANAGEMENT

YOUR ROLE: Manage the storage, reporting, and recording of personnel information during peacetime and wartime.

Personnel information management is a key ingredient in the maintenance of an accurate database. It provides a record of critical personnel information about soldiers and includes a manual source as a backup to the electronic database. Personnel information is recorded at the local level (field file) as well as at **HQDA** level (OPMF).

The Personnel Qualification Record (PQR) is used extensively to manage information about your soldiers. PQR documents are used locally and at HQDA level for assignments, promotions, school selection, and professional development. The PQR consists of DA Forms 2A, [2-1](#) Personnel Record Brief, and 4037 (Officer Records Brief (ORB)). Active duty officers' PQR consists of DA Forms 2A and 4037. Reserve Component officers use DA Forms 2B, 2-1, and 4037. Active duty and reserve enlisted soldiers use DA Forms 2A and 2-1 in their PQR.

The DA Form 2A provides current and historical data, reflecting what is on the EMILPO file. TACCS users can continuously update and view the 2A / 2B as transactions are made. DA Form 2-1 is kept in the MPRJ and maintained at the PSC / MPD records branch. DA Form 4037 is maintained at the Total Army Personnel Command (TAPERSCOM), and copies are sent to the MPD for maintenance in the officer's MPRJ.

It is every soldier's responsibility to ensure that his/her PQR documents and field file are complete. To keep records accurate, you must ensure that name, SSN, and other authorized changes are made. TACCS users can do a quick view and /or adhoc query of DA Form 2A / 2B to check a document or specific entries. Soldiers may review their field files when they arrive at the command, process for overseas movement, initiate a personnel action of any kind, and upon reassignment and during separation processing.

All soldiers must regularly review their official military personnel file (OPMF). A soldier can obtain a microfiche copy of his/her OMPF, but you cannot request it for him. To make it easy for the soldier, make copies of an overprinted memorandum that only requires him/her to write his/her name, SSN, mailing address, and signature. For officers and NCOs, the mailing address is:

Active Duty Commissioned Officers:

Mail to:

PERSCOM
ATTN: TAPC-MSR-S
200 Stovall Street
Alexandria, VA 22332-0444

Fax to:

DSN Fax: 221-5204

COML Fax: (703) 325-5204

The web addresses are:

A sample of this form can be found at

<http://www.perscom.army.mil/opod/fiche.htm>.

Active Duty Enlisted Personnel:

The mailing address is:

Commander, USAEREC, ATTN: PCRE-RP, 8899 E. 56th Street Indianapolis, IN 46249-5301

A sample of this form can be found at <http://www.erec.army.mil/ompf/memo.htm>.

You can order a microfiche copy online at [ordering fiche](#)

All Reserve Personnel

U.S. Army Personnel Center ATTN: DARP- PR 9700 Page Blvd

St. Louis. MO 63132-5200

An online resource can be located at <https://www.2xcitizen.usar.army.mil/portal/>

WARTIME

You still need to consider personnel information management if your unit deploys for combat. Ensure that the MPD is given a copy of your unit's updated electronic database and carry a copy with you. If your MPD does not deploy, it should give a copy of your database to the gaining command. If this is not possible, give a copy to your designated MPD.

The S1 will--

- Dispose of files IAW governing regulation prior to deployment.
- Forward critical documents pertaining to promotions, profiles, awards, MOS structure, and reassignment to the supporting MPD.
- Retain a set of critical documents.

OTHER LINKS:

- [Enlisted Records and Evaluation Center](#)
- [Official Military Personnel File](#)

- [MILPER Information](#)

TIPS

- Monitor/notify Soldiers of record audits.
- Ensure that physical examination and official photo suspenses are met.
- Ensure that your Soldiers take appropriate documentation (e.g. copies of award certificate and orders) to the MPD when they update their pQR. The MPD will forward those documents that must be filed in the OMPF.
- Periodically check with your personnel sergeant to see that she is receiving all PQR documents and returning all with corrections. Include PQR check during POM.
- Consider wartime tasks when executing EDREs or POMs.
- Soldiers may review records in permissive TDY status at HRC.
- Determine the dates on which DA selection boards are scheduled, and find out who in your unit is eligible for consideration. Make sure the dates are posted and the Soldiers review their microfiche (OMPF).
- Maintain a file or notebook with a current copy of each Soldier's DA Form 2A and ORB.

FLAGS ([AR 600-8-2](#))

YOUR ROLE: *Oversee the suspension of favorable personnel actions, and manage the flagging system in the unit.*

[DA Form 268](#) (Report to Suspend Favorable Personnel Actions) is referred to as a flag. Its purpose is to prevent the untimely execution of favorable personnel action.

PEACETIME STANDARDS OF SERVICE

The following are peacetime standards of service:

- A flag will be initiated immediately when a soldier's status changes from favorable to unfavorable.
- Flagged personnel records will be maintained in a restricted access area.
- Active file cases will be reviewed monthly.
- A flag will be removed immediately when a soldier's status changes from unfavorable to favorable.

WARTIME STANDARDS OF SERVICE

The following are wartime standards of service:

- The flagging system will be suspended for the deploying force.

- The policy that excludes executing favorable actions will remain in force.

Your primary aid in managing the flagging system will be the EMILPO AAC-C95 report (Suspension of Favorable Personnel Action Roster). This is produced monthly and is used to monitor the program. For example, your boss asks you for a list of all the soldiers on the over weight program. You simply pullout your C95 report and reconcile it with the file copies of [DA Forms 268](#) submitted by the unit. You already know that for a soldier to be legally on the weight control program ([AR 600-9](#)) that soldier must be flagged.

OTHER LINKS:

- [Flag Actions](#)

IDENTIFICATION DOCUMENTS

YOUR ROLE: Prepare applications for the issuance of identification cards and tags to Army personnel. Arrange for issuance of spouse/family member identification cards for authorized personnel.

The Army uses identification documents to aid in the identification of personnel and enable the bearer to obtain entitled benefits and privileges. To make this work properly, you must maintain judicious control of the processing of applications by monitoring their use by unit personnel.

The services you provide your soldiers will include preparation of [DA Form 4187](#) for identification tags. The information on ID cards and tags must be current. Usually, the MPD will make new ID cards and tags as required by the soldier. Current identification documents are a requirement for POM ([AR 220-10](#)).

Your role in the issuance of identification documents for the spouse/family member(s) is limited to ID cards. Once the need for an ID card is established at the unit, the 1SG will tell the S1 section. The assistant personnel sergeant will arrange for the spouse/family member(s) to be processed at the PSC/MPD. When the military sponsor refuses to or cannot prepare the DD Form 1173 for the authorized dependent(s), check with the MPD to determine who will prepare and verify the form.

WARTIME

In wartime, your involvement with identification documents will remain essentially the same except that you will coordinate with forward support teams to accomplish peacetime tasks.

OTHER LINKS:

- [Common Access Card](#)
- [TRICARE](#)
- [Defense Enrollment And Eligibility Reporting System \(DEERS\)](#)
- [AR 600-8-14](#): Identification Cards For Members Of The Uniformed Services, Their Family Members, And Other Eligible Personnel

TIPS

- Check all applications to ensure that they are legitimate.
- Beware of repetitive applications for ID cards. Report incidents to the unit commander.
- Check to ensure that all family members are on DEERS.
- Ensure that periodic inspections are made of identification documents. Check for blood type, name, rank, date of birth, and SSN.

SPECIAL PAY PROGRAMS

YOUR ROLE: Ensure that correct documentation is submitted by a unit transmittal letter (UTL) to FAO to start and stop entitlements of those soldiers authorized special pay.

Special pay may be authorized due to ASI, MOS, or hazardous duty. You may or may not have soldiers in your organization who are authorized special pay. When you review LESSs at the end of a pay period, routinely check for soldiers receiving it. In some cases you will find that it is not authorized and must be stopped. You may have to reinstate special pay that has been terminated by Finance.

TIPS

- Routinely check LESSs to see who is receiving special pay, and validate authorization.
- Terminate participation in a special pay program when the Soldier has failed to maintain all requirements. This precludes the Soldier from having to reimburse the government.
- Monitor special pay assignments on your unit manning roster.
- Promptly reinstate special pay that is authorized to avoid late pay transactions.

Special pay programs are in effect during peacetime and wartime. You must maintain a record of soldiers who are authorized special pay.

REFERENCES:

- [DoDFMR](#): DoD Financial Management Regulation

TRAINING

YOUR ROLE: *Maintain the soldier support files data base, and make ad hoc queries to support training efforts of the unit.*

Maintaining the soldier support file is a joint effort of the S1 and S3. The S3 is responsible for managing the training function and maintaining the soldier support file. You are responsible for creating and deleting individual records and maintaining certain data elements not related to training support.

TIPS

- Coordinate with the S3 in maintaining the Soldier support files.
- For Soldiers being reassigned, forward a copy of their training record, and delete them from your database.
- Periodically back up a floppy disk copy of the Soldier support file to the staff and commander.

To help update the soldier support file, an ad hoc query can be generated. It produces information on any data element in a soldier's training record. For example, a hard copy of an ad hoc query can be sent to the unit or S3 to be updated and subsequently used to update the soldier's file. This method can also help produce training profiles of weapons qualification, drown proofing, and other training activities.

REFERENCE:

EMILPO User's Manual.

YOUR ROLE: *Manage an efficient in-processing and out-processing program. Execute POM operations and ensure that personnel are POR-qualified.*

Processing is more than in-processing and out-processing a soldier. You will also be involved with the family. The attention to detail and sensitivity displayed can reap benefits for your unit and the Army. The manner in which they were processed sets the tone for their perspective of your organization.

IN-PROCESSING

In-processing may seem to be just handing out an in-processing checklist, but there is much more to it than that. Be sure that your unit and battalion S1 section go the distance in getting soldiers and their families on board, including such things as meeting the chain of command, resolving personnel or pay problems, promptly assigning them to a unit, and orienting them to the community. Total involvement of soldiers and their families is a must. Make sure that they attend the in-processing briefing and all appointments. Periodically review your in-processing checklist to ensure that it remains viable.

OUT-PROCESSING

Out-processing usually receives less attention than in-processing. The difference here is that the soldier is usually anxious to leave and will insist that you issue clearance papers in a timely manner. Ensure that adequate time is allowed for soldiers to clear and that out-processing is monitored to identify potential problems. Unit commanders are responsible for ensuring that soldiers report for reassignment interviews, briefings, and other **POR** appointments. Requiring unit commanders to brief the status of out-processing allows you and your boss to monitor possible port call shortfalls and other situations that could affect departure and availability dates to new units or embarrass the command.

Preparing soldiers for movement is a vital part of processing. Integral to the preparation process are the mandatory processing requirements for soldiers prior to individual or unit movement within CONUS and to or from overseas. All soldiers are subject to the mandatory requirements. Your commander will certify that all soldiers are movement qualified prior to beginning individual or unit deployment.

Unit combat readiness requires Army units to process for deployment during contingency operations and mobilization with little or no advance notice. Successful mission accomplishment depends on adequate preparation before deployment. This requires coordinating with elements of higher and lower headquarters. These include the brigade S1, Provost Marshall, MPD, ACS, SJA, Chaplain, dental facilities, medical facilities, unit commanders, first sergeants, CSM, and other battalion staff officers.

The deployment process has traditionally been referred to as a POM/ preparation for overseas movement for units. Do not be thrown off by what POM stands for. In some cases, the unit may not be deploying but individual soldiers will. This process may be called POR / Preparation of Replacements for overseas movement.

TIPS

- Review the procedures for issuing clearance papers.
- Ensure that families are included in the in-processing and out-processing phases.
- Identify the person or agency that certifies that a Soldier has in-processed or out-processed.
- Have unit commanders brief the status of in-processing and out-processing Soldiers.
- Make sure that sponsors are available for Soldiers who are in-processing or out-processing.
- Immediately correct POR deficiencies noted during in-processing

POMs should be conducted at battalion level at least once a quarter or more frequently if the unit mission dictates the need. Detailed planning must address the sequence and flow of subordinate units. The location of the POM site and layout needs close scrutiny. Be sure the word gets out. Frequent battalion-level POMs help identify actions that must be completed and help to maintain personnel records.

REFERENCES:

- [AR 40-562](#): Immunizations And Chemoprophylaxis
- [AR 220-10](#): Preparation For Oversea Movement Of Units (POM)
- [AR 600-20](#): Army Command Policy
- [AR 600-8-101](#): Personnel Processing (In-And-Out And Mobilization Processing)

TRANSITION PROCESSING

YOUR ROLE: Ensure that all appropriate documentation required for separations is accurately prepared and expeditiously forwarded through proper channels.

TYPES OF SEPARATIONS

There are five types of separations: discharge, release from active duty, retirement, dismissal, and dropped from the rolls. Understanding them will help you communicate with soldiers and other personnel support agencies.

Discharge

Discharge is a separation that results in either a complete severance of all military ties or the termination of a specific status when the soldier holds two concurrent statuses. An example of this is an enlisted person on active duty who holds a commission as a Reserve officer.

This type of separation applies to the soldier who has completed a term of active military service and has no service obligation remaining, as well as to the soldier who is separated for some other reason.

Release From Active Duty

The term "release from active duty" means a separation from active duty status to transfer or return a soldier to a Reserve Component. It applies to all soldiers who have a contractual or statutory service obligation to complete or fulfill.

A person released from active duty does not receive a discharge certificate until completion of Reserve service. The character of service in the Active Army and conduct and participation in Reserve training directly affect the type of discharge given.

Retirement

Retirement is not a complete severance of military ties; it is a change of military status. Officers and enlisted persons may be eligible for retirement upon completion of 20 or more years of federal service.

Reserve Component soldiers may Qualify for retirement pay upon reaching age 60 if they have completed a minimum of 20 years' Qualifying service of which at least the final eight years were in a non-regular component.

Dismissal

A soldier may be convicted and sentenced to dismissal as a result of a general or special court-martial. This conviction means complete severance of military ties.

Dropped From the Rolls

Officers and enlisted personnel may be dropped from the rolls of the Army in accordance with [AR 630-10](#). This administrative procedure removes the person's name from the Army rolls. DD Form 55A (Deserter/Absentee Wanted by the Armed Forces) reports soldiers to the National Crime Center.

TRANSITION MANAGEMENT PROCESS

An Army initiative, the transition management process is designed to help soldiers and family members make the transition through all changes in military status. It consists of four areas: job assistance, education assistance, and career planning and support (retirement processing and assistance). More assistance can be obtained through the [Army Career and Alumni Program](#) (ACAP). This site was created as part of the Army Career and Alumni Program to help members of the Army, Army civilian employees, and their families to be successful in their transition from federal service. As one of your transition resources, this web site contains a wide range of tools and services to help you succeed.

The transition center plays a key role in the transition management process. It offers a voluntary job assistance program for soldiers and spouses consisting of three seminars which begin about 270 to 240 days prior to ETS. Counselors at each installation help soldiers and their family members return to civilian life. After the third seminar, the soldiers will have an employment services packet consisting of a resume, skills and interest testing results, transcripts, and education- ally documented military experience.

Education assistance helps the soldier and family member with school and curricular selection. A comprehensive admissions packet is assembled and submitted for admissions processing by local Army education center personnel. Career planning and support is a series of four workshops during the career of the soldier. The workshops are standardized throughout the Army so that the soldier receives the same series of information no matter where he is stationed. This voluntary program is designed to inform the soldier and spouse of their benefits, entitlements, privileges, and full value.

REFERENCES/LINKS:

- [AR 630-10](#): Absence Without Leave, Desertion, And Administration Of Personnel Involved In Civilian Court Proceedings
- [AR 635-10](#): Processing Personnel For Separation
- [AR 635-200](#): Enlisted Personnel
- [AR 635-40](#): Physical Evaluation For Retention, Retirement, Or Separation
- [AR 635-5](#): Separation Documents
- [ACAP Home Page](#)

TIPS

- Separation is a private and sensitive matter. You and your clerks need to be discrete.

- Soldiers may seek your advice concerning separations. Be aware of the procedures, but unless specifically asked, do not give your personal opinion.
- An impending separation should key you to other personnel actions, to include initiating an evaluation report and making an award recommendation.
- Know the local policy concerning procedures associated with DFR.

HUMAN DIMENSION

YOUR ROLE: Prepare personnel estimates, provide input to the unit health services plan, and prepare hometown news releases.

The human dimension is seen as a strictly wartime function. Due to the austere environment of the battlefield, you are entrusted with providing a humanistic approach to the assessment and provision of human services. This will not be an easy task considering the intense and somewhat chaotic situation that will exist.

The primary instrument used to project the human dimension is the personnel estimate. It is that part of a staff estimate that analyzes the impact of personnel and administration factors on soldier and unit effectiveness as they affect the accomplishment of the mission. Conclusions are then drawn and recommendations are made concerning troop preparedness, the feasibility of various courses of action, and the effects of each course of action on personnel operations. The estimate may be presented in written form or orally.

The following is a format for the personnel estimate:

PERSONNEL ESTIMATE NO.

References: Maps, charts, or other documents.

1. MISSION

The restated mission determined by the commander.

a. Intelligence situation. Information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document or an annex of the estimate may be used.

(1) Characteristics of the area of operations - discuss how it may affect personnel.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting the mission.

(b) Affecting personnel activities. Example: Enemy air superiority may affect the movement of replacements.

b. Tactical situation. Information obtained from the commander's planning guidance and from the operations officer.

(1) Present dispositions of major tactical elements.

(2) Possible courses of action to accomplish the mission. (These are carried forward through the remainder of the estimate.)

(3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimate.

c. Logistic situation. Information obtained from the logistics officer.

(1) Present dispositions of logistic units and installations that have an effect on the personnel situation.

(2) Projected developments within the logistic field likely to influence personnel operations.

d. Civil-military operations situation. Information obtained from the civil-military operations officer.

(1) Present dispositions of civil-military operations, units, and installations that have an effect on the personnel situation.

(2) Projected developments within the civil-military operations field likely to influence personnel operations.

e. Troop preparedness situation. In this subparagraph, the status is shown under appropriate subheadings. In the case of detailed information at higher levels of command, a summary may appear under the subheading with reference to an annex to the estimate.

(1) Unit strength maintenance. Indicate authorized, assigned, and attached strengths. Include the effects of deployability, losses (combat/noncombat), critical shortages, projections (gains and losses), and any local situations effecting

strength, for example, restrictions on the number of soldiers allowed in an area by treaty.

(2) Replacements.

(3) Noncombat matters. Indicate, as appropriate, personnel other than unit soldiers whose presence affects the unit mission. Included in this paragraph are prisoners of war, third country nationals, augmentees (non-U.S. forces), civilian internees and detainees, Department of the Army civilians, and others depending on local circumstances; indicate availability for labor requirements.

(4) Soldier personnel readiness.

Report the status of morale, esprit de corps, and any current factors of major significance, which influences the morale of units.

(a) Indicate factors affecting stability and human potential of individual soldiers, teams, and crews to accomplish the mission.

(b) Include factors affecting organizational climate, commitment, and cohesion, if appropriate.

(5) Services support.

(a) Indicate changes or problem areas in support services to the soldier that affect the combat mission and require new policy or programs to maintain troop preparedness and that affect individual soldier's morale and welfare.

(b) Report problems in personnel service support which include--

- Awards.
- Assignments/reassignments.
- Finance services.
- Health services.
- Leaves.
- Legal services.
- Morale support activities.
- Orders.
- Pay.
- Personal affairs.
- Personnel services.
- Postal services.
- Promotions.
- Public affairs services.
- Records.
- Religious activities.

(6) Organizational climate. Indicators affecting personnel readiness.

- (a) Effectiveness of communication within the chain of command.
- (b) Performance and discipline standards.
- (c) Human relations.
- (d) Supervision.
- (e) Physical combat stress.
- (f) Other.

(7) Commitment. Indicate the relative strength of the soldier's identification with and involvement in the unit.

- (a) Morale.
- (b) Motivation.
- (c) Confidence.
- (d) Trust.

(8) Cohesion. Indicate factors which attract and bind soldiers together to produce commitment to the unit to accomplish the mission.

- (a) Esprit.
- (b) Teamwork.

f. Assumptions. Any assumptions required as a basis for initiating, planning, or preparing the estimate. Assumptions are modified as factual data when specific planning guidance becomes available.

2. ANALYSIS

For each course of action, when appropriate, analyze cause, effect, outcome, and relationships, indicating problems and deficiencies.

3. COMPARISON

a. Evaluate deficiencies from a personnel standpoint, and list the advantages and disadvantages, if any, with respect to mission accomplishment.

b. Discuss the advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modifications required in each course of action.

4. CONCLUSIONS

a. Indicate whether the mission set forth in paragraph 1 above can be supported from the personnel standpoint.

b. Indicate which course(s) of action can best be supported from the personnel standpoint.

c. List the major personnel deficiencies that must be brought to the commander's attention. Include specific recommendations on ways to reduce or eliminate the effect of these deficiencies.

d. The format for an estimate of the situation helps the estimator apply thoroughness, clarity, judgment, logic, and professional knowledge to the situation and helps him reach a sound decision.

e. The format is a logical and useful tool that is not rigid. You do not have to complete one paragraph before you go to the next. You may make many small analyses or estimates within the overall estimate and refer frequently to other estimates.

f. Review the following points:

(1) Paragraphs of the estimate format do not have to be completed in a fixed sequence, and information, conclusions, and recommendations from other pertinent estimates may be used.

(2) The personnel estimate of the situation is a continuous process for the commander and staff. Estimates are revised continuously as factors that affect operations change, as new facts are recognized, as assumptions are replaced by facts or rendered invalid, or as changes to the mission are received or indicated.

(3) The SI uses information, conclusions, and recommendations from other pertinent estimates to analyze his problem. He may incorporate some of this material into his estimate, but he alone is responsible for the content of his estimate.

(4) How the estimator arrives at a decision is a matter of his personal determination. However, sound decisions result only from a thorough, clear, unemotional analysis of all data pertinent to the situation.

In further projecting the human dimension during combat, providing input to the unit health services plan is crucial. You may have a medical platoon leader, surgeon or a PA to assist. Look at all aspects of the unit health services plan, and analyze their impact on current and projected operations. Areas to examine include medical supplies, personnel, evacuation capabilities, and any others that may have an impact on mission accomplishment. The unit's role in developing an estimate of injured, sick, and wounded prisoners of war and providing care for the paws is a little-talked-about portion of the unit health service plan that must be considered.

To keep the folks at home informed of the status of their loved ones, a hometown news release program must continue to be implemented during periods of crisis. Additionally, you may find yourself involved with reporters and camera crews that are providing coverage in your unit area of operation. Try to establish a line of communication with the PAO representative to track the news reporters in your area.

REFERENCES:

- [FM 22-100](#): Army Leadership - Be, Know, Do
- [FM 101-5](#): Staff Organization and Operations

WARFIGHTING

YOUR ROLE: Execute all aspects of warfighting to enable combat operations to be conducted.

Warfighting encompasses the following:

Helping maintain the tactical situation map.

Monitoring the battalion command net.

Helping operated the alternate command post.

Preparing and conducting briefings.

Preparing the personnel annex to the OPLAN/OPORD.

Knowing the job of the S4

TIPS

- Thoroughly understand the wartime mission(s) of your unit.
- Train-up on warfighting tasks.
- Ensure that equipment and people are available.
- Thoroughly familiarize yourself with the job of the S4.
- Involve yourself in the preparation of operation plans and operation orders.

The glue that holds everything together is proficiency in warfighting skills. This will only be acquired by training and executing those tasks required for operations in the field. Your unit tactical SOP will be a source for additional warfighting skills. To be successful at warfighting, the right equipment must be on hand. A thorough inventory of the S1 hand receipt and MTOE equipment allocation is necessary. You have to submit a request for additional authorizations to properly conduct warfighting.

REFERENCES:

[FM 12-6](#): Personnel Doctrine

[FM 3-0](#): Operations

[FM 101-5](#): Staff Organizations And Operations

SOLDIER APPLICATIONS

YOUR ROLE: Ensure that all applications submitted by your soldiers are processed promptly and accurately and are monitored until finalized.

Soldier applications encompass a myriad of request. These may range from a change of overseas tour to a branch transfer. [DA Form 4187](#) is used with supporting documentation for most soldier applications. [DA Pam 600-8-21](#) gives a complete list of soldier applications and describes the procedural requirements for the majority of your actions. Make sure the soldier meets the minimum requirements per the applicable regulatory guidance.

TIPS

- Maintain an awareness of all Soldier applications so that the S1 section can truly take care of the Soldier.
- Keep the chain of command informed about personnel actions.
- Establish and monitor your suspense system to track all applications to

final disposition.

- Assist Soldiers in the application process, and make sure they understand the requirements and obligations incurred by a personnel action.

REFERENCES:

- [AR 600-8-103](#): Battalion S1
- [DA Pam 600-8-21](#): Soldier Applications Program
- [DA Form 4187](#): Personnel Action
-

EXCEPTIONAL FAMILY MEMBER PROGRAM

YOUR ROLE: Help soldiers enroll in the Exceptional Family Member Program (EFMP), and educate them on taking care of family members with special needs.

Your unit may have families with exceptional family members (EFMs) who deserve special attention. The care and concern you show them and the assistance you give enhances the climate of the command. The goal of the EFMP is to recognize the special needs of these family members.

Soldiers with family members who are physically, emotionally, or intellectually handicapped and who need special medical treatment or educational facilities must request the availability of required facilities as an assignment factor to be considered by TAPERSCOM. The Army Medical Department is responsible for identifying and coding the special educational and health needs of family members.

Soldiers enroll in EFMP through their local Army Medical treatment facility. The Army Exceptional Family Member Program Educational Summary ([DA Form 5291-R](#)) is completed by the attending medical or educational specialist. The form is forwarded to a regional EFMP coding team which converts the information to coded booklets and forwards the booklets to PERSCOM.

When a soldier who is enrolled in the EFMP is nominated for assignment, the PERSCOM assignment manager receives a printout display of the soldier's exceptional family member's needs. The gaining command is queried to determine if services are available.

When services are not available, PERSCOM may consider alternate assignments based on existing assignment priorities. However, deletions and deferments from assignment instructions are not granted solely for the purpose of enrolling in the EFMP.

Family members who accompany soldiers to OCONUS locations are screened by the local medical treatment facility for special medical and educational needs. Family members warranting enrollment in the EFMP are enrolled. All family members who receive medical and educational services at OCONUS locations should be enrolled in the program. The medical community has responsibility for enrollment.

Enrollment in the program must be revalidated every three years or when there are significant changes in the EFMP's condition.

REFERENCES:

- [AR 614-100](#): Officer Assignment Policies, Details, and Transfers
- [AR 614-200](#): Enlisted Assignments and Utilization Management
- [ACS Information Paper](#)

LEAVES AND PASSES ([AR 600-8-10](#))

YOUR ROLE: *Supervise the administration of leaves and passes. Periodically check to ensure that leaves, passes, and other authorized absences are processed promptly.*

An aggressive leave and pass program contributes to maintaining a positive command climate and a high state of combat readiness. Lack of a respite from the work environment adversely affects health, morale, and overall duty performance. Your leave and pass program should be designed to ensure maximum use of earned leave, minimize the loss of leave, and reduce the costs of payments for unused accrued leave.

LEAVES

Encourage your soldiers to use their entire 30 days of leave each year. While it is difficult to grant soldiers all 30 days at one time, a minimum period of 10 to 14 days, as well as longer periods when possible, should be the goal. Leave should not be denied unnecessarily to key people engaged in important activities.

There are certain instances when the maximum use of leave is encouraged:

- Upon PCS.
- After periods of difficult duty.
- When there is evidence of deteriorating health and morale.
- Upon reenlistment.
- During traditional national holiday periods (e.g., Christmas).
- When family members have been permanently affected by a natural disaster.

Consistent with mission requirements, your commander may authorize most or all of a given unit to request leave during a specified period. This block leave will be in accordance with local policy. [AR 600-8-10](#) provides specific details on which types of absences are chargeable as leave and nonchargeable leave. The approval authority for leaves is also delineated. Read the regulation and familiarize yourself with the types of authorized absences.

PASSES

Passes are authorized absences not chargeable as leave. They are not a right to which one is entitled but a privilege awarded to deserving soldiers. The two types of passes are regular and special.

Regular passes are normally valid only during specified off-duty hours. Regular pass periods will not exceed 72 hours, except for public holiday periods specifically extended by the President. The regular pass normally begins at the end of working hours on Friday and ends at the beginning of normal working hours on Monday. For soldiers on shift work, equivalent schedules are arranged though the days of the week may vary.

Special passes are granted to deserving soldiers who have achieved a significant accomplishment or performed long and arduous duty or for any special reason approved by the soldier's commander. [AR 600-8-10](#) provides a comprehensive list of circumstances that may be used to grant a pass. Judicious use of the special pass is key.

The two types of special passes are the following:

- 3-day (72-hour) pass. This pass must include at least one duty day. For example, a soldier leaves work Monday afternoon and returns Thursday morning. The usual length of a 3-day pass is about 64 hours but will not exceed 72 hours.
- 4-day (96-hour) pass. This pass must include at least two consecutive non-duty days. For example, a soldier leaves on Thursday afternoon and returns Monday morning. The usual length of a 4-day pass is about 88 hours but will not exceed 96 hours.

Passes will not be used in succession or in a series; they will not be granted in conjunction with leave or exceed the maximum time limits. If an extension to a pass exceeds the maximum limit for the type of pass granted, the portion that exceeds the pass period will be charged as leave. A [DA Form 31](#) will be prepared. The period covered will begin the day the soldier should have returned.

PERMISSIVE TDY

Permissive TDY is absence from the duty section not charged as leave but at no expense to the government. The purpose of permissive TDY is to perform a semiofficial activity; in other words, one that is mutually beneficial to the service and the soldier.

Examples of appropriate use of permissive TDY are participation in DA-sponsored sporting events, attending professional or technical meetings which have a direct relationship to the soldier's career, and reviewing official military records. A common use is house hunting.

See [AR 600-8-10](#) for details on submitting requests and approving authority (normally is dependent on the number of days). Also check the regulation for restriction on when permissive TDY is not appropriate.

REFERENCES:

- [DA Form 31](#): Request and Authority for Leave

LEGAL

YOUR ROLE: Administer the military justice program in your unit. Assist your commander and subordinate commanders to maintain good order and discipline in the unit.

Our military justice system is a sub-element of discipline, not a substitute for good leadership. For this reason, your commander has the ultimate decision-making power in the military justice system. He can evaluate the effect of an offense on good order and discipline and choose a course of action in accordance with the UCMJ.

To help the commander administer the military justice program, you must, as a minimum--

- Maintain a current military justice policy file containing copies of local directives relating to the administration of military justice.
- Assist subordinate unit commanders to prepare charges and allied documents.
- Examine all charges for correctness, and make recommendations to your commander as required.
- Carry out the desires of your commander in the disposition of courts-martial. This includes preparing endorsements referring charges for trial or investigation, arranging for pretrial depositions, restraining the accused, and ensuring that the accused is examined by a medical board to determine his physical and mental fitness.
- Supervise the preparation of convening orders, and help appoint court members.

- Monitor the processing of charges and courts-martial cases, and ensure that unnecessary delays do not occur.
- Prepare and distribute appropriate courts-martial orders, and announce the results of the trial.
- File records of trial by summary and special courts-martial.

Handle all Legal Actions with Speed and Accuracy

Your legal program will be managed by your legal specialist or NCO. Ensure that he maintains accurate accounting and suspense systems for all legal actions. Handle all legal actions with speed and accuracy. Check with the SJA office about the time periods required to suspense the various legal actions. Develop a matrix of each action and the time required to complete it if one is not available.

The following subjects are related to the legal field and are generally handled by the unit legal specialist:

- Judicial punishment (courts-martial).
- Nonjudicial punishment (Article 15).
- Administrative discharges.
- Boards.
- Flagging actions ([AR 600-8-2](#)).

Before your commander determines the type of action for an offense, help him understand all the background information and evidence surrounding the incident. You will rarely be provided a complete report that does not warrant further inquiry. An inquiry is normally informal and must be completed expeditiously. Serious offenses may require a formal or informal inquiry IAW [AR 15-6](#) or Article 32, UCMJ.

After a preliminary investigation is completed, review the case with your SJA before the commander decides on its disposition. The guidance from military law is that cases should be resolved at the lowest possible level consistent with the seriousness of the offense and the needs of good order and discipline.

Although you can obtain advice from your SJA, your commander ultimately decides on the proper disposition of each case. The options range from administrative (counseling, reprimands, extra training) through nonjudicial to general courts-martial.

JUDICIAL PUNISHMENT

There are three types of courts-martial: general, special, and summary. The summary is normally convened by the battalion commander, and it may only try enlisted soldiers. Soldiers cannot be tried by summary court over their objection.

If a soldier turns down an Article 15 and demands a trial by court-martial, the summary court-martial can still be refused.

The special court-martial is the intermediate court of our military justice system. It has the most sentencing authority and must be convened by a general courts-martial convening authority. Before it is convened, an Article 32 investigation must be conducted unless waived by the accused.

You must be aware of the guide lines for pre-trial restraint, which include conditions on liberty, restriction, arrest in quarters, and pre-trial confinement. Determine from the SJA the requirements for a speedy trial. An unexplained delay in the administrative processing of charges by subordinate units may result in the dismissal of charges due to the lack of a speedy trial. Avoid this pitfall by personally tracking all steps of a court-martial on a daily basis.

NONJUDICIAL PUNISHMENT

The Article 15 is used to exercise nonjudicial punishment. It is a valuable disciplinary tool available to your commander and is generally reserved for minor offenses. It may be imposed when the severity of the offense does not in itself merit a court-martial. It can provide the following benefits:

- Help reform offenders who have shown they cannot benefit from less-stringent measures.
- Preserve an offender's service record from the unnecessary stigma of a court-martial conviction.
- Handle the offense more quickly than trial by court-martial.

BOARDS

Boards determine facts and report to the appointing authority who will take action based on findings of the board. Commanders convene boards to recommend reductions, eliminations, promotions, line of duty and so forth.

[AR 15-6](#) outlines procedures for the conduct of investigations not covered in specific regulations. The following items apply:

- Board members are appointed in writing.
- Junior member of the board is the recorder.
- Board proceedings are administrative in nature and not bound by rules of evidence.
- Findings must be supported by substantial evidence.
- Board proceedings must be conducted in accordance with [AR 15-6](#) and reported on [DA Form 1574](#).

LETTERS OF INDEBTEDNESS

Letters of indebtedness are used when individual soldiers fail to responsibly manage their personal affairs and to prevent delinquent debts. This is an area of concern for the commander because of the negative impact it has on the morale and well being of the soldier and family members.

When a letter is received from a creditor, the commander must be informed. The following action must be taken by your subordinate unit commanders:

- Treat the letter as priority correspondence.
- Ensure that the creditor has met the provisions of [AR 600-15](#) before taking any action against the soldier.
- Interview the soldier and inform the creditor if the soldier is unavailable for any length of time.
- Help the soldier work out a budget that allows for payment of the debt. Assistance may be obtained from the Legal Assistance Office, Red Cross, Army Emergency Relief, and Army Community Service.
- Inform the creditor of the results of the interview and budget assistance. Include the soldier's acknowledgment of the debt and any legal action that may be needed to validate the creditor's claim.

A soldier who constantly fails to honor his financial obligations can have actions taken against him by his commander. These may include disciplinary action under UCMJ, bar to reenlistment, and separation ([AR 635-200](#)).

WARTIME

In a wartime environment, you can anticipate having a streamlined military justice program primarily limited to the following tasks:

- Processing company grade Article 15s.
- Processing field grade Article 15s.
- Processing appeals to Article 15s.
- Preparing Article 32 investigations.
- Preparing summary courts-martial.

TIPS

- Check with the SJA before initiating legal action.
- Carefully consider the assignment of additional taskings to the legal clerk. The unpredictable workload of legal clerk's warrants that they be able to devote all their effort to legal overwork at a moment's notice.
- Remove flags immediately after the reason for initiation changes and/or the Soldier's duty performance no longer dictates action.
- Promptly submit Article 15s to Finance, even those that are appealed.

- Ensure that eMILPO transactions and UTL submissions are completed for grade changes and collections mandated by the UCMJ.

REFERENCES/LINKS:

- [AR 27-10](#): Military Justice
- [AR 600-8-1](#): Army Casualty Operations/Assistance/Insurance
- [AR 600-8-2](#): Suspension of Favorable Personnel Actions (Flags)
- [AR 600-8-24](#): Officer Transfers and Discharges
- [AR 600-15](#): Indebtedness of Military Personnel
- [AR 600-37](#): Unfavorable Information
- [AR 635-200](#): Enlisted Personnel
- [Manual For Courts-Martial](#)
- [Legal Services](#)

UNIT MANNING

YOUR ROLE: Create and maintain an accurate unit manning report (UMR). Ensure that proper assignment and utilization procedures are followed in assigning soldiers to positions which match their MOS and skill level.

The unit manning report is one of your most important documents in the S1 section and is the focal point of unit strength. Without this report you would not have a means of tracking the assignments of your soldiers nor would you be able to assign new soldiers properly.

The best assignment for a soldier is in his PMOS and skill level; the second priority is in his SMOS at grade level. If the soldier's PMOS has a substitutable MOS, that is the third priority. If a soldier has an additional MOS, that is the fourth priority. The highest priority is assigning a soldier in a bonus MOS or shortage MOS position in the unit. Soldiers receiving a bonus can only be used in their PMOS or CPMOS. Slotting soldiers one grade below is not a priority of utilization. This is to be used only as an exception.

Maintain accurate strength reports of your unit which reflect your current status and a 90-day projection (projected gains and losses). Keep your subordinate units' strength balanced as much as possible, and consider special missions that are pending. Analyze percent fill by MOS and make at least a 90-day projection. As you review the UMR, remember that it is important to maintain the report on a day-to-day basis. When changes occur, immediately pen the entry on the UMR. Once this has been done, submit all changes through the EMILPO system by submitting position changes (POSN). Keep your pen and ink copy on hand until your transactions have processed on the new UMR. Be sure to compare your pen and ink copy with the new UMR to make sure that all

changes did process and that new personnel adjustments to your UMR do not catch you by surprise.

AWARDS AND DECORATIONS ([AR 600-8-22](#))

YOUR ROLE: *Ensure that the awards program in your unit is run efficiently and fairly. Encourage an active awards program that includes local and HQDA certificates of appreciation and commendation.*

One of your primary responsibilities is to ensure that deserving soldiers are recognized for their level of responsibility and the way they performed in their job. The principles behind the awards system are simple: no deserving act should go unawarded, no decoration should be awarded that has not been earned, and where more than one person participates in an act which is to be recognized, each participate should be awarded in proportion to his or her participation. Your commander implements these principles with your assistance. The awards program is not a competition or a popularity contest. Remember that proper use of awards and decorations is the key to maintaining their value and impacting positively on morale.

MILITARY AWARD CATEGORIES

There are five categories of military awards: U.S. decorations, service medals and service ribbons, badges and tabs, Good Conduct Medal, and certificates and letters.

U.S. Decorations

When processing U.S. decorations, use [DA Form 638](#). Remember that anyone having the knowledge of an act, achievement, or deed may recommend an individual for an award. Decorations are awarded to soldiers for meritorious service, meritorious achievement, heroism, and injuries inflicted on a soldier by an armed enemy of the United States.

Submit award recommendations no later than two years after the act, achievement, or deed. When recommending a soldier for an award for meritorious service, submit the recommendation not earlier than 60 days prior to the departure of the individual. Commanders cannot limit the number of awards to be presented in their unit, and no preconditions (e.g., time in grade, previous awards, time in service, age) can be set in determining whether or not a soldier is worthy of an award.

Intermediate commanders cannot down-grade or disapprove an award and send it back to the unit. The recommendation must go forward with an enclosure recommending approval, disapproval, or down-grade to the lowest approving authority. Approving authorities for peacetime are listed in AR 600-8-22, Chapter

3, Para 3-4. Awards are published on orders. If an order is incorrect or there must be an amendment to the orders, forward an RFO (Request for Orders) to the Personnel Service Center to get the award order corrected or revoked. The battalion commander is the approving authority for the Army Achievement Medal (AAM); all other awards must go forward to a higher approving authority.

Service Medals and Ribbons

Service medals and ribbons denote honorable performance of military duty within limited dates in specified geographical locations. Ensure that soldiers receive what they deserve for performing their duties, completing NCOES schooling, or completing overseas assignments. Orders are not published for service medals or ribbons.

Badges and Tabs

Ensure that soldiers are awarded badges and tabs for public recognition by tangible evidence of the attainment of a high degree of skill, proficiency, and excellence in tests and performance of duties. The approving authority for badges and tabs are designated commanders or the commander of TAPERSCOM. See the personnel officer at the PSC for further guidance and assistance on awarding service medals, service ribbons, badges, and tabs.

Good Conduct Medal

The Good Conduct Medal is a service medal. It is only awarded to enlisted soldiers and is the only service medal that requires commander approval and orders to be published for the soldier. Unit commanders approve or disapprove the award according to character of service and exemplary behavior. The soldier receives a Good Conduct Medal after three years of active federal service unless the unit commander disapproves the medal.

Certificates, Memorandums, and Letters

Certificates, memorandums, and letters are awarded to soldiers to recognize faithful service, acts, or achievement. They are not automatically awarded when soldiers depart a unit. Certificates of Achievement will be issued under such regulations as the local commander may prescribe.

Foreign Awards

When soldiers are awarded decorations or badges from a foreign country, they must write to the Commander, PERSCOM for authority to wear the award, enclosing attachments of what the award is and how it was awarded. Once PERSCOM gives the soldier permission, the foreign award is a permanent part of the soldier's record. When a foreign country presents one of your soldiers with a

gift of more than minimal value (\$200.00), the soldier should initially refuse it. If the foreign representatives are likely to be embarrassed, accept the gift, and send it to PERSCOM within 60 days. It will become the property of the United States government.

ARMY Lapel Button

The Army lapel button is presented to soldiers when they transition out of the Army. There is a minimum requirement of nine months of continuous service without a break of 24 hours or more. Orders will not be published for the lapel button, but the device should be presented to the soldier at a troop formation by the unit commander. All soldiers who transition out of the service should be recognized, and the soldier may only be awarded one lapel button. Do not present the device to soldiers with unsatisfactory and substandard performance records.

Awards Board

An awards board may be established by your commander. Membership should be limited to the XO, CSM, and S1, with the commander having final decision authority. You should serve as the recorder. Keep the board procedures simple. Use a routing slip or preprinted voting sheet, and forward recommendations through each member.

Awards Ceremonies

You must prepare and conduct awards ceremonies for the command. Find out what the commander expects and how to set up the ceremony. [FM 22-5](#) (Drill and Ceremonies) will help you with the formations. Presenting a soldier an award is a high honor for both the soldier and the recognizing command. Make sure the ceremony is conducted with a high degree of military tradition and pride.

WARTIME

In the event of hostilities, the awards program must continue to function. AR 600-8-22, Table 3-1 presents the wartime criteria for awarding soldiers decorations for service and heroism. Use [DA Form 638](#) to recommend the soldier for an award.

Designated commanders may award badges in wartime. The Commander, PERSCOM will inform each command who may approve badges. The Commander, PERSCOM will also have the right to award badges. Ensure that all soldiers are recognized for their level of performance. Manage the awards program in such a way that it enhances unit readiness and effectiveness. If the awards program fails in wartime, the unit will suffer.

REFERENCES/LINKS:

- [AR 600-8-2](#): Suspension of Favorable Personnel Actions (Flags)
- [AR 670-1](#): Wear and Appearance of Army Uniforms and Insignia
- [DA Form 638](#): Recommendation for Award
- [Military Awards Branch Home Page](#)
- [Army Awards Rackbuilder](#)
- [Army Awards Order Of Precedence](#)

LINE OF DUTY

YOUR ROLE: *Ensure that the line of duty (LOD) investigation is completed accurately and within applicable time limits. Appoint and assist the LOD investigating officer.*

A LOD investigation is an administrative inquiry into the facts surrounding any injury, disease, or death suffered by a soldier. The purpose of a LOD is to establish the status of a soldier, which will impact on the benefits and costs that he and his family may be entitled to. There are informal and formal LOD investigations.

INFORMAL INVESTIGATION

The informal investigation typically consists of [DA Form 2173](#) (Statement of Medical Examination and Duty Status) and any documents that pertain to the incident. The primary purpose of the informal investigation is to determine if there was any misconduct or negligence involved in the disease, injury, or death of a soldier.

FORMAL INVESTIGATION

The formal investigation is a detailed investigation which typically consists of [DD Form 261](#) (Report of Investigation-Line of Duty and Misconduct Status), [DA Form 2173](#), and any documents that pertain to the incident. The primary purpose of the formal investigation is to investigate unusual and doubtful circumstances, suspected misconduct, or negligence involved in the injury, disease, or death of a soldier. In death cases, no determination or opinions concerning line of duty status will be made. The Veterans Administration will make its own findings concerning survivor benefits.

The [DA Form 2173](#) is initiated by the medical treatment facility (MTF) commander. Ensure that section 1 of the form is completed by the MTF commander not later than five calendar days after the incident and section 2 is completed by the unit commander not later than 30 calendar days after the incident.

After the unit commander completes his part, determine whether the [DA Form 2173](#) will be processed as an informal investigation or as part of a formal investigation. If it is processed as an informal investigation, ensure that the appointing authority authenticates it not later than 35 calendar days after the incident and that the final approving authority authenticates it not later than 40 calendar days after the incident.

The [DD Form 261](#) is initiated whenever a formal investigation is required. Ensure that a commissioned or warrant officer is appointed to initiate it and conduct the formal investigation. Instruct the investigating officer to complete the investigation within 50 calendar days after the incident. When the investigation is returned, ensure that it is complete and that it contains all supporting documents. Obtain authentication from the appointing authority, normally your battalion commander. Ensure that the investigation is forwarded to the final reviewing authority within 65 calendar days after the incident.

The [DD Form 261](#) is initiated whenever a formal investigation is required. Ensure that a commissioned or warrant officer is appointed to initiate it and conduct the formal investigation. Instruct the investigating officer to complete the investigation within 50 calendar days after the incident. When the investigation is returned, ensure that it is complete and that it contains all supporting documents. Obtain authentication from the appointing authority, normally your battalion commander. Ensure that the investigation is forwarded to the final reviewing authority within 65 calendar days after the incident.

The MPD will normally review and make final distribution of the investigation for the final approving authority. Distribution for death cases is different from distribution for a disease or injury case.

WARTIME

The conduct of LOD investigations during wartime currently follows the same procedures used during peacetime. Be alert for additional guidance.

REFERENCE:

- [AR 600-8-1](#): Army Casualty Operations/Assistance/Insurance
- [DA Form 2173](#): Statement of Medical Examination and Duty Status
- [DD Form 261](#): Report of Investigation Line of Duty and Misconduct Status

TIPS

- Time is of the essence! Keep track of suspense dates.

- The appointing authority or investigating officer may refer the investigation to the SJA for legal review and opinion.
- If an adverse finding is contemplated against the Soldier being investigated, the Soldier must be notified in writing and given a reasonable opportunity to offer a rebuttal.
- Make sure the investigating officer collects evidence properly by advising every one of their rights and using DA Form 2823 (Witness Statement).
- Become thoroughly familiar with AR 600-8-1.

MILITARY ORDERS ([AR 600-8-105](#))

YOUR ROLE: Prepare requests for orders (RFO) and TDY travel orders for unit personnel.

Your shop has staff responsibility for preparing RFOs and TDY travel orders. This centralization is necessary to enable you to maintain accurate personnel accountability and accountability of orders. The movement of personnel and personnel actions are directly tied to EMILPO. Be constantly aware of all events that require a EMILPO transaction to maintain high processing rates.

RFO (*Request for Orders*)

The [DA Form 2446](#) (Request for Orders) falls into two major categories: personnel actions (e.g., promotions awards, assignments) and organizational actions (e.g., unit activation).

The S1 section orders clerk is responsible for preparing the RFO. The S1 or the personnel sergeant must authenticate the RFO, to include proofing it for administrative errors. Publication of orders takes place at the MPD.

TDY (*Temporary Duty*)

[DD Form 1610](#) (Request and Authorization for TDY Travel of DoD Personnel) is used to request and publish TDY orders. The S1 section orders clerk processes the form with the assistance of the unit's budget analyst. The [DD Form 1610](#) is not valid without authentication, a travel order number, and the proper fund cite.

ORDERS LOG

An orders log must be maintained to show the status of all orders processed or being processed by the SI section. The receipt, approval/disapproval, authorization, issuance, and any other local processing or routing actions involved with the TDY order should be reflected on the log

TIPS

- Ensure that the budget analyst sees all TDY orders.
- Ensure that all additional expenditures are accounted for on the DD Form 1610.
- Check all RFOs to make sure that all data elements are correct.
- Have the Soldier check all orders and amendments to orders for correctness and completeness of entitlements.
- Keep your orders log updated.
- Make sure all RFOs and DD Forms 1610 are properly authenticated.
- Ensure that copies of all approved orders are routed to your eMILPO clerk.

WARTIME

Many of the procedures followed in peacetime to ensure fiscal economy, efficiency, and accountability may have to be streamlined or foregone in time of conflict. Suspension of any procedures will be determined by DA policy and/or local directives. Seek local guidance from your chain of command and resource management personnel to determine how to proceed.

REFERENCES:

- [AR 25-400-2](#): The Modern Army Recordkeeping System (MARKS)
- [DA Form 2446](#): Request for Orders
- [DD Form 1610](#): Request and Authorization for TDY Travel of DOD Personnel

ARMY RETENTION PROGRAM ([AR 601-280](#))

YOUR ROLE: *You are responsible for the unit's Total Army Retention Program. Ensure that your retention NCO has the resources to carry out an effective program.*

Reenlistment is a privilege earned by good performance. Retention and transition programs must ensure that a quality enlisted career force is maintained and provide soldiers with opportunities to continue their careers in either the Active Component (AC) or Reserve Component (RC).

Basic eligibility criteria for retention are age, citizenship, trainability, education, and medical or physical fitness. Specific details about these criteria are in [AR 601-280](#). Your retention NCO is an excellent source of information and assistance to help monitor the unit's program. Also utilize the reenlistment and transition offices at higher headquarters. Assist the retention NCO to accomplish the following tasks for your commander's retention program:

- Schedule time for the retention NCO to meet with your commander on a recurring basis, and provide program assessment.
- Interview soldiers, and provide reenlistment counseling and career guidance.
- Assist subordinate units to counsel soldiers and provide current promotional material.
- Talk to unit officers and NCOs about the retention and transition program. (Use the Total Army theme.)
- Maintain current bonus information.
- Become familiar with options, benefits, and obligations related to service in the Reserve Component.
- Prepare and conduct training about the program.
- Conduct Quarterly inspections of unit retention programs.
- Become familiar with options, benefits, and obligations related to service in COHORT units.

The following items should be accomplished by your subordinate units to maintain a healthy Total Army Retention Program:

- Maintain monthly and fiscal year reenlistment and transition statistics.
- Inspect the reenlistment data and files monthly.
- Establish reenlistment and transition incentive programs to recognize those soldiers who reenlist or transition in the RC.
- Provide appropriate ceremonies for reenlistments, and encourage maximum attendance.
- Provide the unit retention NCO with enough time to attend training and carry out retention duties.

QUALITATIVE MANAGEMENT PROGRAM (QMP)

The QMP supports the Army's goal is to retain highly motivated, disciplined, and productive soldiers. It establishes the criteria for the Army to evaluate its enlisted soldiers and ensures that the enlisted force remains vigorous, productive, and professional. It minimizes promotion stagnation and prevents aging of the force by separating nonproductive soldiers. The program denies

reenlistment to those who fail to meet standards. The QMP is governed by [AR 635-200](#), Chapter 19.

The Total Army Retention Program is a team effort of the retention NCO and the Reserve Component transition NCO to maintain the strength of the Total Army. In most cases, full or part time transition NCO support is located at installation level.

PERSCOM screens the records of soldiers in ranks of SGT through SGM. Soldiers below Army standards receive a DA-imposed bar to reenlistment. Soldiers who have 28 years of active federal service are exempt from this action. Some cases may require initiation of separation proceedings under [AR 635-200](#).

Screening is conducted during regularly scheduled DA promotion boards. Soldiers barred by an HQDA selection or promotion board receive notification by memorandum and copies of documents used in making the decision for QMP action. These soldiers will be personally counseled by the commander. You will schedule the sessions and provide the commander with all the information he needs. The commander will personally present the memorandum and enclosures and counsel the soldier.

The following options are available to the soldier:

- Do nothing
- Appeal.
- Request separation.
- Request retirement.

Commanders will initiate separation proceedings in accordance with [AR 635-200](#) not later than 60 days following the date the soldier is notified of the bar, unless the soldier elects to retire, appeal, or requests voluntary separation.

Another method of QMP is the qualitative retention feature, commonly referred to as the "up or out" program. This program establishes time limitations (known as retention control points) or suspense dates for promotion of a soldier in a certain grade. A soldier who is not promoted to the next higher grade by the retention control point must separate at normal ETS. There are no waivers to this criteria.

As personnel officer, you need to become familiar with the policies concerning QMP and completely understand the installation procedures to complete QMP action.

THE SKILL ALIGNMENT MODULE (TSAM) WORKSHEET

The retention NCO processes your soldiers in the TSAM automated system. He is responsible for ensuring that all soldiers processing a TSAM worksheet, to include required waivers for both reenlistment and extension, are fully qualified. Both you and the retention NCO must realize that determination of a soldier's eligibility is done through manual screening of personnel records and immediate commander input not through use of automated computer systems such as TSAM.

The retention NCO must Qualify a soldier for reenlistment prior to submission of the TSAM worksheet request by determining the soldier's eligibility for:

- Discharge.
- Reenlistment.
- Waivers (if necessary).
- Reenlistment option and periods.

Once the soldier has met the eligibility criteria, the retention NCO will submit a [DA Form 459I-R](#) (Retention Data Worksheet {TSAM}) to the Installation Reenlistment Office for processing on the system (local procedures apply). Within 24 hours, the TSAM system will provide a reenlistment worksheet which will indicate the reenlistment options currently available to the soldier for reenlistment. It will also provide other useful counseling information such as promotion projections in current MOS and MOS offered for retraining, selective reenlistment bonus (SRB) information (where applicable), and assignments available. Not all reenlistment options available to the soldier are offered on the TSAM system. Some, called non-TSAM options, require special off-line processing. These options should be used if they best suit the needs and desires of the soldier.

It is important to remember that the TSAM system does not qualify soldiers for options offered, but makes offers based on data inputted. It is the responsibility of the retention NCO to make sure the soldier meets the prerequisites of the option selected for reenlistment in accordance with applicable regulations and current policy guidance.

You must ensure that the retention NCO is given adequate time and resources to process the reenlistment work- sheet, counsel the soldier, and conduct follow on processing. You should be familiar with the policies of [AR 601-280](#) and understand the installation's procedures for processing soldiers in the TSAM automated system.

LOCALLY IMPOSED BARS TO REENLISTMENT

You and the retention NCO are responsible for ensuring that all bars to reenlistments are properly documented and advising the commander on the merits of the bar. You should thoroughly understand the bar to reenlistment

procedures of [AR 601-280](#) and local policies for processing and reviewing a bar. A bar to reenlistment is the commander's administrative tool for putting a substandard soldier on notice that he is not a candidate for reenlistment. It should not be used in lieu of other appropriate administrative or disciplinary actions. The purpose of a bar is to--

- Rehabilitate the soldier.
- Deny the soldier reenlistment.
- Deny the soldier re-entry after separation.

If it is not the commander's intent to rehabilitate the soldier, other appropriate administrative or punitive action should be considered.

There are three categories of soldiers against whom a bar should be imposed:

- Soldiers who are untrainable.
- Soldiers who are unsuitable.
- Single soldiers and in-service couples with dependent family members without a viable family care plan on file.

Any commander in the soldier's chain of command may initiate a bar to reenlistment on the soldier. This action will usually be initiated by the commander at company, battery, troop, or detachment level. Normally, a bar should not be initiated against a soldier who has been assigned to a unit less than 90 days or during the last 30 days before ETS or PCS. The approval authority depends on the soldier's number of years of active federal service at normal ETS, as outlined in [AR 601-280](#).

Once approved, the soldier is authorized to submit an appeal to the bar action. The appeal authority will be one level higher than the approval authority; i.e., for a bar approved by the battalion commander, appeal authority is the first general officer in the soldier's chain of command or GCMCA, whichever is in the most direct line to the soldier. If the appeal is denied or if the soldier elects not to appeal, then a copy of the approved bar certificate will be placed in the soldier's personnel record and his [DA Form 2-1](#) will be annotated with the remark "not recommended for further service."

Approved bars must be reviewed every six months after the date of approval and 30 days prior to the soldier's departure from the unit or separation from service. After the first six month review, the soldier must be informed that upon completion of the second six month review, separation proceedings will be initiated unless he has demonstrated that the bar should be removed. Soldiers must also be informed that if they feel they cannot overcome the bar, they may request voluntary separation. All separation proceedings will be in accordance with [AR 635-200](#).

The approval authority to withdraw the bar for those soldiers who have demonstrated that the bar should be removed, is the same authority who would approve a bar for a soldier with the same years of service.

BAR SUSPENSE REVIEW LOG

A bar suspense and review log must be established and maintained to ensure that commanders conduct timely reviews of all approved bars. The provisions of [AR 601-280](#) apply. As a minimum, a bar to reenlistment must be reviewed by the commander who initiated it every six months after the date of approval and 30 days prior to PCS or ETS. The commander may elect to keep the bar in place or to recommend that the approval authority remove the bar. The soldier must be informed of the commander's decision on [DA Form 4856](#).

Local installations (normally Installations Reenlistment Offices) establish procedures and forms for suspense of bars. If none currently exist, you may establish and develop your own. Your retention NCO will be able to assist you.

TRANSITION

The transition portion of the Total Army Retention Program does the following:

- Supports the AC reenlistment effort.
- Places soldiers in the troop program units (TPU) of the [ARNG](#) or [USAR](#).
- Enlist soldiers who are being discharged at ETS who have fulfilled their complete six - or eight year military service obligation at least into the Individual Ready Reserve (IRR) if TPU assignment opportunities are not available.

Get to know your RC transition personnel. Their job descriptions include making an effort to keep soldiers in the Active Army. Many good soldiers are referred back to the AC retention NCO by the transition NCO for AC reenlistment.

If there is not a transition NCO available, an alternate source for RC information is the Director of Reserve Components (DRC) on most installations. Additionally, the senior Army National Guard Advisor and the senior Army Reserve Advisor may be transition POCs.

INVOLVEMENT

The Total Army Retention Program involves the active participation of the entire chain of command. Encourage all leaders from squad leader to brigade commander to talk about retention to their soldiers. Don't leave this responsibility solely to the retention NCO. Have companies brief the commander monthly on the status of soldiers eligible for reenlistment and transition.

REFERENCES:

- [AR 601-280](#): Army Retention Program
- [AR 635-200](#): ENLISTED PERSONNEL
- [AR 680-29](#): Military Personnel, Organization, and Type of Transaction Codes
- [DA Form 2-1](#): Personnel Qualification Record
- [DA Form 4591-R](#): Retention Data Worksheet
- [DA Form 4856](#): Developmental Counseling Form

REPLACEMENT OPERATIONS ([AR 600-8-111](#))

YOUR ROLE: *Ensure that your unit gets the replacements it needs to accomplish its mission. Establish a plan for acquisition, transportation, and integration of these soldiers into your unit.*

A continuous supply of replacements is essential to success on the modern battlefield. Replacements come from two principal sources: CONUS and theater of operations.

Training bases in CONUS are the main source of replacements. Replacements from the theater include soldiers returned to duty and those retrained. Replacements are based on current and projected losses.

To successfully integrate replacements into the unit, administrative processing must first be done. This includes the following:

- Processing replacements into the personnel data base.
- Inspecting personnel records.
- Coordinating battalion indoctrination and orientation.
- Coordinating the inspection of clothing and equipment to ensure replacements are properly equipped.
- Coordinating missing equipment requirements with the S4.
- Coordinating with the S3 and commander to determine your unit's priorities for replacements.
- Coordinating with the S4 for transportation of replacements.
- Planning and coordinating the personnel portion of reconstitution operations.
- Coordinating weapon systems replacement operations (WSRO) with the weapons system manager (WSM).

TIPS

- Ensure that your personnel requirements report is accurate when submitted.
- Plan ahead, and know what your replacement priorities are.

- Be mindful of attachments and detachments affecting your unit. You may have to coordinate replacements for them.
- Keep you higher headquarters and a the replacement detachment aware of your location so that replacements arrive where needed.
- Be familiar with upcoming operations, and use that information in your personnel estimate.

REFERENCE:

- [FM 12-6](#): Personnel Doctrine
- [Replacement Operations Slides](#)

STRENGTH MANAGEMENT

YOUR ROLE: *Ensure that requests for personnel actions affecting unit strength and personnel qualifications are accurate and are submitted in a timely manner, in accordance with appropriate regulations. Reconcile peacetime and wartime strength reports.*

Strength management involves those actions that will affect the personnel fill and personnel qualifications of a unit. These actions range from the initiation of an involuntary foreign service tour extension to initiating requests for the withdrawal of ASI/SQI/LIC.

PEACETIME

A summary of peacetime strength management actions is listed here. Actions include initiation of involuntary foreign service tour extensions and initiation of requests for:

- Withdrawal of ASI / SQI / LIC.
- Termination of soldiers from special forces duty.
- Individual stabilization.
- Award of ASI / SQI / LIC
- Curtailment.
- Removal from airborne training.
- Removal from jump status.
- Reinstatement to jump status.

To ensure that these actions are done properly, systems must be established. Keep all incoming and outgoing correspondence logged to create a means by which you can track the status of all actions. When actions have been approved, take appropriate steps to ensure that the proper personnel transactions have been submitted.

WARTIME

Strength management assesses personnel combat power, plans for future operations, and assigns replacements on the battlefield. It predicts the need for replacements and provides a mixture of individuals and small units to sustain combat power. Enlisted and officer management are sub-functions of strength management in wartime.

Due to the curtailment of large number of personnel actions during wartime, strength management is expected to consist mainly of preparing and forwarding hasty strength reports and personnel strength reports at battalion and brigade level.

The format and submission times of hasty strength reports should be laid out in the tactical SOP (TSOP). Get involved in the analysis of hasty strength reports as they are received from the units. At times, your hasty strength reporting will be limited to a review of spot reports. Due to the fluctuating accuracy of hasty strength reports, you must reconcile them against deliberate strength reports.

In preparing personnel strength reports, there must be an established standard for submission. The standard must address automated and manual procedures. [DA Form 5367-R](#) is currently being utilized.

TIPS

- Use and maintain your suspense logs.
- Maintain log books using DA Form 1594 for incoming and outgoing correspondence, significant radio traffic, and notable events.
- Ensure that time constraints are adhered to.
- Ensure that companies understand what information they must submit for hasty strength reporting.

REFERENCES/LINKS:

- [AR 135-205](#): Enlisted Personnel Management
- [AR 140-158](#): Enlisted Personnel Classification, Promotion, And Reduction
- [AR 600-8](#): Military Personnel Management
- [AR 600-8-1](#): Army Casualty Operations/Assistance/Insurance
- [AR 614-30](#): Overseas Service
- [AR 614-200](#): Enlisted Assignments and Utilization Management
- [AR 680-29](#): Military Personnel, Organization, and Type of Transaction Codes
- [FM 12-6](#): Personnel Doctrine
- [FM 101-5-1](#): Operational Terms And Graphics

- [DA Form 1594](#): Daily Staff Journal or Duty Officer's Log
- [DA Form 5367-R](#): Personnel Status Report
- [PERSTEMPO Home Page](#)
- [Tactical Personnel System \(TPS\) Home Page](#)

Use and maintain your suspense logs.

Maintain log books using DA Form 1594 for incoming and outgoing correspondence, significant radio traffic, and notable events.

Ensure that time constraints are adhered to.

Ensure that companies understand what information they must submit for hasty strength reporting.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING ([AR 600-8-6](#))

YOUR ROLE: Account for your soldiers, and report their duty status. Make sure transactions are completed in accordance with regulatory guidance and corrective action is taken when necessary.

The S1 section is directly responsible for inputting unit related transactions which affect the personnel accounting and strength reporting in your unit. The following transactions will affect the operating and assigned strength of your organization:

GAINS

- Arrival (ARR)
- Assigned Not Joined (ASNJ)
- Attachment (ATCH)
- Revocation of Departure (REVD)
- Revocation of Dropped from the Rolls (RDFR)

LOSSES

- Deceased (DECD)
- Dropped from the Rolls (DFR)
- Departure (DPRT)
- Revocation of Arrival/Assigned Not Joined (REVA)
- Relief from Attachment (RATH)

The SI section in wartime will ensure that the Command and Control Strength Reporting System (C2SRS) is used to help accomplish PASR. The following actions and reports may be accomplished in wartime:

- Process absences.
- Process AWOL/deserter return to military control (RMC).
- Report personnel dropped from the rolls (AWOL).
- Report personnel dropped from the rolls (MIA).
- Report incorrect loss actions.
- Prepare the personnel requirements reports (PRR).
- Prepare the personnel daily summary (PDS).
- Prepare the task force personnel summary report.
- Update the battle rosters.

MANUAL PASR

Manual PASR coexists with automated PASR. This encompasses using the [DA Form 5367-R](#), Personnel Status Report (PSR), and making changes on reports produced by automated systems, such as, the Tactical Personnel System. The PSR is used to report strength to brigade. Information for this report is taken from spot loss reports, combat service support journals, and battle rosters. Battle rosters update the strength figures for task forces as changes occur in their organization. Each company or team submits the battle roster changes to you daily at a specified time according to your SOP.

The personnel daily summary (PDS) is Part I of the PSR. It provides the task force commander with an updated strength profile of all task force subordinate elements including platoons, sections, and attachments. This part of the report is not cumulative. It reflects only losses and gains incurred during the 24-hour period for which it is submitted. It is quantitative in nature and is used in command and operations channels.

The personnel requirements report (PRR) is Part II of the PSR. It gives the task force commander the current status of personnel requirements for the task force. The PRR is cumulative in that it reflects previous requirements which have not been satisfied. Use this information to request replacements and identify critically short personnel for key positions and weapon systems. Requirements are shown with five digits for MOS to establish demands for skill level and SQI and list any ASIs needed for replacements.

REFERENCES/LINKS:

- [AR 680-29](#): Military Personnel, Organization, and Type of Transaction Codes
- [DA Pam 600-8](#): Management and Administrative Procedures
- [DA Pam 600-8-1](#): Standard Installation/Division Personnel System (EMILPO) Battalion S1Level Procedures
- [FM 12-6](#): Personnel Doctrine
- [DA Form 5367-R](#): Personnel Status Report
- [PASR Slide Presentation](#)

CASUALTY OPERATIONS ([AR 600-8-1](#))

YOUR ROLE: *Assist the commander and entire chain of command to accomplish all actions required when a casualty occurs in your unit. Know the procedures and tasks and ensure they are done with dignity and sensitivity and in a timely manner.*

The emotional trauma of a death in your unit must not impair or delay the actions required in response to the casualty. The following categories of casualties must be reported to the appropriate authority:

- Deaths.
- Missing persons.
- Special category patient.
- Special interest casualty matters.

In overseas locations, the following are also reported:

- Very seriously wounded, injured, or ill (VSI).
- Seriously wounded, injured, or ill (SI).

Once a casualty occurs in your unit, immediately verify the name and SSN and notify the installation/division casualty section. They coordinate with the medical or other appropriate authorities for all necessary information in order to prepare the casualty report. The casualty report is sent by the casualty section electronically to HQDA.

The casualty section also initiates notification procedures, as appropriate, to the primary and secondary next of kin (PNOK and SNOK).

CASUALTY NOTIFICATION

Commissioned officers and senior enlisted personnel in grades SFC and above may be used for casualty notification. As much as possible, officers will be used rather than senior enlisted personnel. The grade of the notifier will be equal to or higher than the deceased person or his/her spouse. The notification officer should have a similar background to the casualty to better answer any questions the NOK may ask.

Certain categories of soldiers will not be used as notifiers: chaplains, Recruiting Command personnel, students, military intelligence personnel and other people whose duties do not require them to wear a uniform. Medical Service Corps personnel may be used under unusual circumstances unless prohibited by [AR 40-1](#).

Personal notification will be made first to the PNOK and then the SNOK of deceased and missing persons for whom casualty reports are required. Notification officers will be courteous, helpful, and sympathetic, and they will try to soften the blow, if possible. Notifiers will use good judgment in not giving gory or embarrassing details. Notification should be done promptly.

If the NOK is not fluent in English, a qualified linguist may accompany the notification officer. A chaplain may accompany the notification officer. Notification officers should be aware of telephone numbers for local ambulance and hospital services.

The following words should be used by the notification officer:

Death cases: The Secretary of the Army has asked me to express his deep regret that your (relationship) (died/was killed in action) in (country/state) on (date). (State circumstances.) The Secretary extends his deepest sympathy to you and your family in your tragic loss.

Missing cases: The Secretary of the Army has asked me to express his deep regret that your (relationship) is (missing/ missing in action) in (country/state) on (date). (State circumstances.) When we receive more information, you will be promptly notified. The Secretary extends his deepest sympathy to you and your family during this trying period.

Here are some DOs and DON'Ts concerning notification procedures:

DO

- Wear a class A uniform and ensure strict military bearing.
- Call on the NOK promptly (normally between 0600 hours and 2200 hours).
- Make the visit as inconspicuous as possible.
- Try to be as natural as possible.
- Watch for any adverse reactions. Ask other members of the family to help, or find out if you can call a friend or neighbor.
- Tell the person a casualty assistance officer (CAO) will come later, but don't specify a date or time.
- Tell the person a confirmation tele- gram will be sent. Advise that there be a 24-hour time lapse. Verify the NOK's complete name and 45-day mailing address.

If the NOK is not at home, get help from neighbors, friends, clergy, postmaster, or police chief. However, don't disclose the purpose of the mission. Once the notification action has begun, it must be continued to completion. Inform the PNOK that personal notification will be made to the SNOK if required. Inform the SNOK that the PNOK has been informed. Inform the PNOK that a letter will be coming from the commander with more details.

DON'T

- Notify the PNOK or SNOK by phone.
- Call for an appointment prior to notification.
- Hold notes or a speech while making the notification.
- Disclose the message except to the person concerned.
- Leave word with neighbors to have the NOK call you.
- Speak hurriedly.
- Use code words or acronyms.
- Touch the NOK.
- Discuss entitlements.
- Discuss the disposition of remains or personal effects.
- Inform the SNOK that the CAD will visit them.
- Commit yourself, your unit, or the Army to action of any kind.
- Stop in taverns or similar places before meeting the NOK.

LETTERS OF SYMPATHY, CONDOLENCE, AND CONCERN

A letter of sympathy is sent to the PNOK of all deceased soldiers. An additional letter is sent to the parents when they are not the PNOK. If the parents are separated or divorced, a separate letter is sent to each parent. Letters of sympathy will not be prepared for those NOK who, by their presence or through some appropriate source, are fully aware of the circumstances surrounding the casualty. In such cases, a letter of condolence is prepared. It will convey condolence on a person's death, but will not describe the circumstances surrounding that death.

The soldier's commander prepares the letter of sympathy. Keep letters sincere and in simple language. Show a warm, personal interest in the soldier and the addressee. Extend condolences and describe the circumstances surrounding the soldier's death or missing status.

The installation casualty section or another authority designated by the general court-martial convening authority reviews the letter of sympathy for compassion, clarity, accuracy, and completeness before it is sent. Letters of sympathy are dispatched after notification of the NOK is confirmed.

Commanders who would normally send a letter of sympathy will send a letter of condolence when the NOK:

- Was present at the time of death and knows the circumstances first hand.
- Has been provided the details by some appropriate authority, such as, the local police.

Appropriate commanders in the chain of command (other than the commander writing the letter of sympathy), medical facility commanders, and chaplains may write letters of condolence.

The installation casualty section or another authority designated by the general court-martial convening authority reviews the letter of condolence to ensure compassion, clarity, accuracy, and completeness before it is sent.

Commanders of personnel who are VSI or SI may write a letter of concern to the NOK. The preparation and review procedures for letters of concern are the same as those for letters of sympathy.

PERSONAL EFFECTS/AFFAIRS

When a soldier dies, the personal effects/affairs must be turned over to the NOK. Personal effects of soldiers who are missing for more than 30 days or dropped from the rolls (DFR) are also forwarded to the NOK.

The following actions are taken:

- Commanders forward personal effects of dead soldiers to the surviving spouse or legal representative after collecting, inventorying, and screening. A summary court officer is appointed to do this when the spouse or legal representative is not present at the installation where the effects are located.
- The summary court officer collects any debts and accepts claims of creditors against the soldier's estate.
- The summary court officer must complete all actions within 30 days in CONUS and 45 days in overseas areas.
- The unit commander plays a key role by immediately securing and inventorying personal effects until they can be turned over to the legal representative or summary court officer.

CASUALTY ASSISTANCE

The Army provides a CAO to the NOK of a military person in the event of a soldier's death. The CAO is normally detailed by the casualty section at division or installation level. In some cases, the NOK may ask for a CAO by name. CAO duties take priority over all other duties of the appointed officer until he completes his duties as CAO. DA Pam 608-33 gives the responsibilities of the CAO.

WARTIME

For wartime casualty operations to be successful, accurate and timely casualty reporting needs to be accomplished. Casualty reporting will help to reconcile hasty strength reporting. DA Forms 1156 and 1155 will be used to report all battle and nonbattle casualties. The DA Form 1155 (Witness Statement) will be submitted for all the casualties listed as follows:

- *Dead. remains not recovered. If the witness knows the individual was actually killed but the remains were not recovered.*
- *Missing (MIS). Anytime an individual becomes missing. This could happen during an attack or when the unit is not engaged. Based on the evidence. the commander must make a determination if the individual is in fact missing. AWOL. or missing in action.*
- *Missing in action (MIA), captured (CAP), interned (INT), and detained (DET). Only if the witness knows for a fact and was an eyewitness to the incident. If the soldier completing the forms was not an eyewitness but only believes the casualty is in one of the above categories. the casualty status will be MIS. The commander determines actual status after all available information has been received.*

TYPES OF HOSTILE AND NONHOSTILE CASUALTIES	
HOSTILE	NONHOSTILE
• Killed in Action (KIA)	• Died, noncombat
• Died of Wounds (DOW)	• Ill
• Wounded in Action (WIA)	• Injured
• Missing in Action (MIA)	• Missing
• Captured (CAP)	
• Interned (INT)	
• Detained (DET)	

The DA Form 1156 (Casualty Feeder Report) will be submitted for all casualties. hostile and nonhostile.

PROCEDURES

The casualty reporting procedures in your unit should function as follows:

a. Each individual soldier should carry a blank DA Form 1155 and 1156. Squad leaders and platoon sergeants are encouraged to carry a booklet of 1155s and 1156s. Soldiers will report all casualties they witness or find, to include American civilians, soldiers from other units or services, and allied soldiers. If forms are not available, casualty information will be written on blank paper. These reports and witness statements will be forwarded via company headquarters to the company commander/first sergeant.

b. The company commander/first sergeant or a designated soldier will collect the casualty feeder reports and witness statements. He will verify as much information as possible and update the battle roster and casualty log. The

reports and statements will then be forwarded to the SI forward or main depending on the way the SI is deployed.

c. The SI forward will manually post all casualty data to their casualty log, PSR, and PRR. The SI will keep the commander and the S3 advised of the battalion's casualty posture. Casualty reports and witness statements will be forwarded to the SI rear as soon as the tactical situation permits. The SI rear and SI main will need to schedule periodic reconciliation's of casualty input. This will enable them to account for all input and status changes.

d. The SI rear will maintain a casualty log as a manual backup to the Army Casualty Information Processing System-Light (ACIPS-L) report. Daily reconciliation of casualty status will be effected with GRREG, the battalion aid station, and the provost marshal. The SI forward will reconcile with the aid station if it is located nearby.

e. The SI rear will continuously monitor and try to resolve all open casualty cases. They will seek additional information from all potential sources such as GRREG, hospital admissions and dispositions sheets, EPW interrogations, and straggler reports.

NOTIFICATION STANDARDS

- For KIA, the primary and secondary NOK will be notified.
- Notification includes an explanation of the circumstances of death or injury.
- The PNOK is notified if the injury or illness is serious.
- Medical notification is accomplished by the attending physician if the soldier is stateside.

REFERENCES:

- [AR 600-8-1](#): Army Casualty Operations/Assistance/Insurance
- [FM 12-16](#): Personnel Doctrine
- [DA Pam 608-4](#): A Guide for the Survivors of Deceased Army Members
- [ACIPS-L Slide Presentation](#)

POSTAL OPERATIONS ([AR 600-8-3](#))

YOUR ROLE: Responsibility for mail management. assisted by your mail clerk. You should be designated the unit postal officer. Mailroom operations must comply with federal and Army regulations.

UNIT MAIL ROOM

Designate a unit mail room and adequate personnel to staff it, and conduct daily and weekly inspections to ensure that you are operating within existing guidelines. Check appointment orders and [DD Form 285](#) cards for all persons who handle the mail. An SOP covering, as a minimum, the emergency destruction of the mail, mail security, and delivery of mail during field exercises must be developed and updated by the unit postal officer as required. Establish procedures for reporting postal offenses and losses and for handling mail during catastrophes.

MAIL CLERK RESPONSIBILITIES

Mail clerks should know the procedures for picking up mail from the designated facility, assignment and withdrawal of receptacles, maintenance of receptacles and record cards, procedures for delivery of mail through receptacles, provisions for security of receptacle keys and combinations, and the requirements of daily checks of all assigned receptacles. In addition, clerks should correctly process all incoming mail, collect and process all outgoing mail, deliver nonaccountable mail, and control and deliver accountable mail.

All mail that is nondeliverable should be correctly processed and redirected as appropriate. A directory file should be established and maintained. Mail clerks should know the provisions for handling dangerous mail and mail for casualties.

For units that are geographically separated from the servicing MPO, mail clerks should understand and comply with the procedures for purchasing money orders and stamps for their personnel. They should also know the procedures for handling all monies associated with such transactions.

Mail clerks in overseas locations should understand the procedures for Intratheater Delivery Service (IDS) that allows customers to send items within the same geographic location without postage. Lastly, mail clerks should be able to advise customers and respond to damaged and lost mail complaint inquiries.

OFFICIAL MAIL

Official mail is accepted from and delivered to distribution centers within various headquarters elements. It moves within the Army's postal system, and outgoing official mail is metered until it is no longer practical. Care should be given when handling official registered and certified mail, which may contain classified documents. Official mail managers should screen all outgoing official mail and provide special services only when required by regulation.

WARTIME

Many of your responsibilities during peacetime continue with the onset of hostilities. Mail receptacles will not be utilized, so tasks relating to their issue,

maintenance, and withdrawal will not be required. When "free mail" is established by the Secretary of Defense, your clerks will need to know who and what is eligible for this service. Sales of money orders and stamps will cease at the MPO until the theater commander deems it appropriate to begin again.

All of your unit's movements must be reported to your servicing MPO so that routing changes can occur and mail service will not be disrupted. If you move between servicing MPOs, both the losing and gaining MPO must be advised. Incoming personal packages may be embargoed at the gateway (or other location) initially. Outgoing personal packages will not be accepted until postal finance is reestablished on the battlefield. Coordination of transportation is the key to establishing a smooth flow of mail from the MPO to your mailroom. Casualty mail should be closely screened to prevent accidental disclosure prior to next-of-kin notification.

REFERENCES:

- [AR 25-50](#): Preparing and Managing Correspondence
- [AR 25-51](#): Official Mail and Distribution Management
- [AR 600-8-3](#): Unit Postal Operations
- [FM 12-6](#): Personnel Doctrine
- [DOD 4525.6-M](#): Volume II Domestic Mail Manual USPS Publication 38A
- [Postal Operations Slide Presentation](#)

EPW & CI OPERATIONS

YOUR ROLE: *Manage enemy prisoner of war and civilian internee (EPW & CI) operations. Establish and operate EPW & CI collection points. Successful operations demands coordinating with the entire staff.*

A collecting point team should be designated and trained. It may be used as a model for training teams from the rest of the battalion. The teams must practice in field exercises to become proficient. Ensure that your SOP covers specifically how EPW & CI operations will be handled. A team of three soldiers is adequate for securing 6 to 12 prisoners.

The EPW & CI collection point should be located near the battalion combat trains area. Characteristics of a good location include cover, concealment, shelter, and good security with limited resources. The collection point is temporary, and it requires a good plan that entails little effort. A six-person team is sufficient to guard 13 to 30 prisoners.

EPW & CI operations is a critical PSS task during wartime. The proper handling of captured enemy soldiers and civilian internees is a paramount issue on the battlefield. To preclude violations of the rules of war, you must ensure that the safety and welfare of EPWs and CIs is monitored.

REFERENCES:

- [AR 190-8](#): Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees
- FM 19-4: Military Police Battlefield Circulation Control, Area Security, and Enemy Prisoner of War Operations
- [FM 27-10](#): The Law of Land Warfare

CHAPTER FOUR

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CHAPTER 4

TAKING CARE OF SOLDIERS

OFFICER MANAGEMENT

YOUR ROLE: Understand how the Officer Personnel Management System (OPMS) affects the officers in your unit. Your commander will look to you to master the programs which administer OPMS in your organization. Additionally, you must understand the evolution of OPMS XXI and the transition of ODS XXI.

The Officer Personnel Management System (OPMS) XXI Task Force was assembled in July 1996 with the purpose of conducting a comprehensive review of the current OPMS and, where appropriate, recommend changes to ensure the system continues to develop officers who best meet the challenges of the changing world. The mission of the Army Officer Personnel Management System (OPMS) is to manage officers through the personnel life cycles, i.e., structure, acquire, develop, distribute, deploy, sustain, compensate and

separate, consistent with Army needs. OPMS XXI updates OPMS for the 21st century.

ODS XXI is the successor to OPMS XXI. The OPMS XXI vision is, "Better for the Nation, Better for the Army, Better for the Officer. The adjective "better" signals the continuous improvement process that has been incorporated into OPMS XXI through a system of reviews and updates, to ensure that it remains responsive to evolving Army XXI, Army 2010, and Army After Next challenges. As part of this continuous improvement process, OPMS XXI recommended its own evolution into ODS XXI and the Army Development System (ADS) which includes all Army personnel. General [Eric K. Shinseki](#), the Chief of Staff of the Army, chartered the Army Development System (ADS) XXI Task Force in September 1999 to examine the enlisted and warrant officer personnel management systems.

The [ADS XXI Task Force](#) consists of two primary sub-elements: a Warrant Officer Personnel Management System WOPMS Study Group and an Enlisted Personnel Management System EPMS Study Group. COL David C. Cutler is the Director of the ADS XXI Task Force, and has 27 personnel. The Task Force consists of active/reserve component officers, warrant officers and sergeants major as well as contractors.

Recent developments and future Army initiatives have significantly influenced how we do business, and present both current and future challenges to our personnel management processes. ADS XXI provides a framework for the Army to integrate emerging personnel management systems with leader development and character development initiatives for officers, warrant officers, enlisted soldiers and civilians. Just as OPMS XXI has evolved into the Officer Development Updates (ODU) and the Officer Development Action Plans (ODAP), we could anticipate these warrant officer and enlisted personnel studies to follow similar processes.

The Task Force's mission can be summarized as:

- Recommend changes to improve personnel management and leader development systems, while simultaneously increasing soldier stability and readiness.
- Recommend a framework that integrates concurrent leader development, character development, and turbulence reduction initiatives.
- Design an implementation strategy that seeks senior leader support and provides a mechanism for periodic reviews and updates.

The Task Force will not work in a vacuum-- members aggressively establish contact with proponents and other stakeholders/partners for interaction/coordination on input, problem definitions, recommendations, etc. The Task Force is chartered by the CSA/SMA.

OFFICER PERSONNEL DEVELOPMENT SYSTEM

The officer personnel development system which develops officers with the right skills, knowledge and attributes cannot be separated from programs which focus on character and leader development. Therefore, ODS XXI will build on the work of OPMS XXI by overseeing the development of technical and operational expertise in officers and by linking it with character and leader development and the OER, while at the same time, preserving OPMS XXI's continuous improvement process of reviews and updates. In this way, the Army will be assured of maintaining its preeminent warfighting capability by developing the right officers for the right jobs to meet Army requirements not only today, but well into the 21st century.

The Army's mission is to fight and win our nation's wars. We will continue to need the finest officers imbued with the warfighting ethos, along with the right skills, knowledge, and experience to meet the challenges posed by an uncertain future. Further, Army leadership will keep its core values as the bedrock of leadership. This will be as critical as ever in an increasingly turbulent world. The Army leadership will keep its focus on leaders with "muddy boots" experience, but must expand its base of skills to capture the benefits of new technology. The Army must change the way it develops and trains its leaders, and allow greater specialization in all warfighting tasks. These changes will occur through:

- Implementation of career fields, with distinct groupings of branches and functional areas, to reflect the evolving needs of the Army today and into the future.
- Establishment of several new functional areas and elimination of two others (41 and 54) to address changing requirements.
- Assignment of all Army Competitive Category officers to a career field after selection for promotion to major.
- Competition of officers for promotion to lieutenant colonel and colonel only with other officers in their career field.
- Education of all officers promoted to major in resident MEL 4. (Providing resident MEL 1 to all officers selected to colonel is being studied.)
- Incorporation of officer personnel management, character and leader development, and the officer evaluation report (OER) into a total Officer Development System (ODS) XXI.

Officers will be assessed into the basic branches and generally serve their first 10-12 years learning the leadership and tactical skills associated with that branch. Officers will continue to wear their branch insignia throughout their

military service. If they are designated into a career field other than the Operations Career Field (OPCF), officers should continue their affiliation with their basic branch through the branch or regimental associations.

OPMS XXI recommended additions and deletions to functional areas. New functional areas are: FA24, (Information Systems Engineering), FA 30 (Information Operations); FA 34 (Strategic Intelligence); FA 40 (Space Operations); FA 43 (Human Resource Management); FA 50 (Force Management); FA 57 (Simulations Operations); and FA 59 (Strategic Plans and Policy). Functional areas being eliminated are: FA 41 (Personnel Management) (which would be partially replaced by FA 43) and FA 54 (Operations and Force Development). Beginning 1 Oct 98, PERSCOM began accepting requests from all officers holding FA 41 and FA 54 for redesignation into another functional area.

A major effort was initiated as a result of OPMS XXI to "recode" some present job authorizations into the new functional areas, to identify the location of each job as well as its grade and skill level. This recoding process is an ongoing process with changes continuing to occur through the Army's normal force structure process. The four career fields are:

- **Operations Career Field (OP CF)** - The Operations Career Field focuses on functions associated with training for and executing Army Vision 2010 Patterns of Operations (Decisive Operations, Shape the Battlespace, Protect the Force, Support the Force, as well as the core process of training the Operational Force and Maintain, Sustain Land Operations and Acquire and Sustain Infrastructure). OP CF includes all 16 basic branches and two functional areas: multi-functional logistics, [FA 90](#) and Psychological Operations and Civil Affairs, [FA 39](#). This Career Field contains both battalion and brigade level command opportunities.
- **Operational Support Career Field (OS CF)** - Operational Support promotes the building of Army systems for the future, performs the core process of acquiring sustaining infrastructure and performs emerging strategic missions. This career field includes the functional areas of the Army Acquisition Corps (AAC), [FA51](#) and the Foreign Area Officers, [FA 48](#).
- **Information Operations Career Field (IO CF)** - Information Operations promotes information dominance and contributes to the emerging strategic information operation missions. It is the management and employment "Information" to accomplish both Army Vision 2010 Patterns of Operations, including information dominance and shaping the battlespace, and core processes such as information management within [operational and institutional requirements]--Army, Joint, and DoD organizations. Contains functional areas: Information Systems Engineering, [FA24](#); Information Operations, [FA30](#); Strategic Intelligence, [FA34](#); Space

Operations, [FA40](#), Public Affairs, [FA46](#); Automation Systems, [FA53](#); and Simulation Operations, [FA57](#).

- **[Institutional Support Career Field \(IS CF\)](#)** - Institutional Support promotes, defends, secures manages and supports Army programs, resources and requirements for DoD and Congress, while managing and operating the institutions of the Army. The career field is composed of functional areas: Human Resource Management, [FA43](#); Comptroller, [FA45](#); USMA Permanent Professor Program, [FA47](#); ORSA, [FA49](#); Force Management, [FA50](#); Nuclear Weapons, [FA52](#); Strategic Plans and Policy, [FA59](#)

REGULAR ARMY INTEGRATION

Other than Regular Army (OTRA) officers in the basic branches may apply for integration into the Regular Army (RA) after completing two years of Active Federal Commissioned Service (AFCS). The application procedures are in [AR 601-100](#). An RA board convenes once annually at PERSCOM to consider the best qualified applicant for integration into the Regular Army.

The principal difference between OTRA and RA officers is the length of service which they may serve. OTRA officers must retire at 20 years' AFCS. RA officers may serve until 30 years' AFCS. Generally, promotion and assignments are made without regard to the:

- branch
- functional area / branch transfer points
- officer's component (RA / OTRA).

RA officers can serve an additional 10 years' AFCS, assuming they receive promotion up to colonel. These tracking options provide more qualified officers to meet Army requirements and offer greater flexibility in officer development.

REFERENCES:

- [AR 601-100](#): Appointment of Commissioned and Warrant Officers in the Regular Army
- [DA Pam 600-3](#): Commissioned Officer Development and Career Management

WARRANT OFFICERS

Make sure that current and future warrant officers receive the proper personnel management, training, and evaluation that will enhance professional development. Also ensure that they accept their officer responsibilities in addition to accomplishing their technical functions.

By definition, an Army warrant officer is an officer appointed by warrant by the Secretary of the Army, based on a bound level of technical and tactical competence. The warrant officer is the highly specialized expert and trainer who, by gaining progressive levels of expertise and leadership, operates, maintains, administers and manages the Army's equipment, support activities, or technical systems for an entire career.

To facilitate an understanding of how the definition becomes the foundation for the Total Warrant Officer System (TWOS) ([DA Pam 600-11](#)), essential terms in the definition are amplified as follows:

Commissioning of Chief Warrant Officers

Changes to [Title 10, U.S. Code](#), provide for the commissioning of Army warrant officers. Chief warrant officers (CW2 through CW4) with a permanent date of rank as chief warrant officer, will be tendered a commission in the permanent grade in which they are serving. Those officers accepting appointments by commission in their current permanent grade must execute the oath of office using [DA Form 71](#). By accepting a commission, a CWO may be designated as commanding officer (thus having greater authority when executing responsibilities as commander under UCMJ), execute oaths, apply for interservice transfer, and be charged with violation of Article 133, UCMJ, conduct unbecoming an officer. Service is now characterized as commissioned service.

Positions Coded By Rank

The manning system matches warrant officers with the training and experience requirements essential to the position. Personnel authorization documents are coded in three rank groups: warrant officer, senior warrant officer, and master warrant officer, thereby establishing professional development requirements appropriate to the three utilization levels.

The position grading system ensures that warrant officer rank and experience are balanced throughout the force and there is a proper mix of warrant officers at every echelon of the Army. Position grading does not correspond with the echelon of a unit organization; it is based on the skill requirements of a given position. It allows the Army to build a requirements-based Warrant Officer Training System. The warrant officer role remains focused at the war fighting level.

Warrant Officer Training System

Training occurs in three phases during the warrant officer's career to allow maximum utilization at each level and provide the guidance needed before progression to the next utilization level. Training and Doctrine Command (TRADOC) revised the [Warrant Officer Training System](#) to train warrant officers

prior to utilization at each of the three levels: warrant officer, senior warrant officer, and master warrant officer.

Warrant Officer Technical and Tactical Certification Standards (WOTTCS)

A concept embodied in the revised Warrant Officer Training System is the WOTTCS system. Similar to the military qualification standards (MQS) currently being integrated into the officer professional development system for commissioned officers, WOTTCS is designed to establish appropriate technical and tactical proficiency standards for each warrant officer skill level. The MOS proponent is responsible for determining what skills, experience, and knowledge are required for a warrant officer to perform effectively in his MOS at each level.

The MOS proponents certify each warrant officer after training, prior to utilization at the next level. Certification results are entered on the officer's academic evaluation report (AER). The MOS proponents also prepare technical and tactical skills handbooks for each MOS corresponding to the three levels. WOTTCS handbooks are used by commanders in the field to prepare and supervise individual training of warrant officers within their commands. WOTTCS also serves as the baseline by which commanders may objectively evaluate duty performance of warrant officers at each level.

Personnel Management

Warrant officer career management is based on years of active federal service for promotions, education, and personnel actions. Each warrant officer is given an opportunity to serve for a full career 30 years of warrant officer service or until reaching age 62 and 60 days, whichever occurs first.

Promotions, selective continuation in grade, selective retirement, mandatory RA integration, and voluntary indefinite tenets determine when and if a warrant officer attains 30 years of was.

Warrant Officer Recruiting

The U.S. Army Recruiting Command ([USAREC](#)) has the mission to recruit soldiers into the warrant officer program from the active forces as well as civilian sources. Enlisted soldiers in warrant officer feeder MOSs should be made aware of career options as a warrant officer. Eligible soldiers often fail to apply for warrant officer training because they are unaware of the career option.

Selection for warrant officer training has pre qualification criteria. Unlike reenlistment options, there are no prescribed times to apply for warrant officer training. Applications from qualified soldiers can be submitted at any time.

REFERENCES:

- [DA Pam 600-11](#): Warrant Officer Professional Development
- Officer Ranks Update

OFFICER EVALUATIONS

YOUR ROLE: Ensure that officer evaluation reports (OERs) are initiated and completed in a timely manner. Check all evaluations for errors prior to submission to the MPD.

Whether it is peacetime or wartime, the processing of officer evaluations will involve the following tasks:

- Creating rating schemes.
- Creating lists of OERs due from suspense files.
- Creating OER shells.
- Updating OER suspense files.
- Printing individual rating schemes.
- Typing OERs.
- Updating the OER log.
- Submitting OERs.
- Answering OER inquiries.

Senior Rater Information

The [Officer Evaluation Reporting System](#) (OERS) identifies officers who are best qualified for promotion and assignment to positions of higher responsibility. It also identifies officers who should be kept on active duty, those who should be retained in grade, and those who should be eliminated. The OER is an important subsystem of the OERS.

OFFICER EVALUATION REPORT

The primary function of the OER (DA Form 67-9) is to provide information to HQDA for personnel management decisions. Secondary functions are to encourage officer professional development and enhance mission accomplishment. Normally, to be eligible for an OER, the rated officer must work in the same position for the same rating official a minimum of 90 calendar days.

Create, change and publish rating schemes by name, and distribute a copy to each rated officer and each member of the rating chain. Ensure that rating officers comply with [AR 623-105](#), that they qualify to act as raters, and that they personally complete the report. Assist the senior rater in returning the [DA Form 67-9-1](#) to the rated officer after the evaluation.

Finally, check and proofread the completed report for all required entries, completeness and accuracy, proper signatures, and correct spelling. All

evaluation reports are due to HQDA 90 days after the end date of the report. Therefore, timely requests for reports and submission to the PSB / MPD are essential in ensuring that evaluations process IAW HQDA standards.

UNITED STATES ARMY RESERVE (USAR) REPORTS

USAR officers on active duty as RA enlisted soldiers are dual component personnel and will receive an OER. Generally, this occurs at the same time an NCOER is done. Although similar, the dual component OER has some major exceptions. The following rules and grades will ensure that the OER processes through HQDA:

- The OER is rendered for performance only (no mention of potential will be made on any part of the OER); it addresses that performance as an enlisted soldier only.
- Dual component officers will be entered on the organization's rating scheme clearly marked "dual component." The suspense for all dual component OERs will be 120 days.
- DA Forms [67-9-1](#) and [67-9](#) are used in the same manner as other OERs.
- Three copies are made of DA Form [67-9](#). The original is for the DA file at Fort Benjamin Harrison, Indiana. The second copy is for filing in the CMIF at the Army Reserve Personnel Center (ARPERCEN), and the third is for the rated officer.
- Send OER to ARPERCEN.

Additional instructions for the OER are as follows:

- Part Id. Left blank.
- Part Iv. Refers to performance as an enlisted soldier.
- Part Va and b. Completed as they relate to the soldier's enlisted status.
- Part Vc. Must start with "Reserve Commissioned Officer" or "Reserve Warrant Officer." The later must comment on specific aspects of performance in the enlisted status. No potential comment will be made.
- Part Vd and e. Left blank.
- Part VI. If used, will address enlisted performance. No potential.
- Part VIIa. Not completed except for the YES/NO block.
- Part VIIb. Must address enlisted performance. No potential.

If you have a NO GO, do not send the OER to the MPD; it will be returned for correction. If in doubt, call the evaluation branch.

REFERENCE:

- [AR 623-105](#): Officer Evaluation Reporting System

OFFICER PROCUREMENT

YOUR ROLE: Ensure that personnel actions for officer procurement programs are processed and monitored.

REGULAR ARMY APPOINTMENT PROGRAM

The objective of this program is to attain and maintain the authorized RA commissioned officer strength. This will be attained through procurement and integration programs that identify and select the required number of officers of high military merit. Sources for commissioned officers for the Regular Army are U.S. military academies, Reserve Officers Training Corps (ROTC), the Active Army, and OCS.

Individuals who accept a commissioned officer appointment in the Regular Army incur an active duty service obligation (ADSO) effective from the date of acceptance of the RA appointment. Graduates of the ROTC Scholarship Program incur a four-year ADSO; other ROTC graduates incur a three-year ADSO. Graduates of the U.S. Military Academy incur a five-year ADSO. Graduates of the United States Naval and Air Force Academies who are tendered and accepted appointment in the RA incur a five-year ADSO; however, this will be reduced by any prior active federal commissioned service (AFCS) performed after graduation from such an academy.

Distinguished graduates of the Army Officer Candidate School are also eligible for RA appointments. Within each class of the OCS, the commandant will decide which students showed outstanding leadership and personal qualities needed to be successful RA commissioned officers. All students so identified must place in the upper third of their final class standing. On graduation, the school commandant will designate these candidates as being the distinguished graduates. The distinguished honor graduate of each class will be offered an RA commissioned officer appointment by HQDA. All other distinguished graduates are eligible to apply for an RA commissioned officer appointment after graduation from an Officer Basic Course (OBC) and to receive a recommendation for an RA appointment by the OBC school commandant.

Reserve Component commissioned officers on the active duty list (ADL) in either a conditional voluntary indefinite (CVI) or voluntary indefinite status (VI) may apply for an RA appointment in one of the basic branches. Individuals must not have more than eight years of AFCS by the convening date of the selection board.

Required documentation needed, as outlined in [AR 601-100](#), is the following:

- DA Form 61.
- Official photograph.
- Documentary evidence of birth
- Transcripts of all college credits.

- Statement of Security Clearance, DA Form 873.
- Height and weight statement.
- Evaluation letter.
- Letter of transmittal.
- Documentation reflecting distinguished OCS graduate.
- Letters of recommendation (optional).
- Conscientious objector affidavit, if applicable.
- Waivers, if needed.

Forward basic branch applications for Regular Army appointment to HQDA (DAPC-OPP- PR), Alexandria, VA 22332-0400.

INTER-SERVICE TRANSFERS

Regular Component commissioned officers in another uniformed service who are approved for an interservice transfer to the Army will be appointed in the Regular Army without being considered by an RASB. Their potential for an RA appointment will be considered when the application for interservice transfer is reviewed.

CONSUMMATION OF APPOINTMENT IN THE REGULAR ARMY

Announcement of selection proceedings and notification to tentative selectees will be made by HQDA. A receipt of notification of an applicant's tentative selection is not an authorization to consummate an appointment in the Regular Army. The official appointment order issued by HQDA is the **ONLY** authority for an officer's appointment. Selectees must undergo a type A or B examination as appropriate. Selectees will be informed that they are medically qualified for a Regular Army appointment only by HQDA authority. Medical examinations taken to qualify for appointment in the Regular Army are valid for 18 months. The tender of an RA appointment and any implied appointments are void if it is later determined that the individual was ineligible.

When prospective appointees have received Presidential nomination and Senate confirmation, their names will be announced in DA appointment orders. Upon receipt of appointment orders, major commanders will tender appointments to all selectees within their commands who are not subject to contingencies. A selectee whose appointment is subject to contingencies will be appointed in the Regular Army immediately after the contingencies are resolved. The date of rank of an RA officer is normally the date the oath is taken, unless the officer has prior commissioned service or constructive service credit.

OFFICER CANDIDATE SCHOOL

The objective of Officer Candidate School (OCS) is to develop the leadership abilities and professional skills to prepare candidates for appointment as second

lieutenants in the United States Army Reserve and service as commissioned officers in the Active and Reserve Components of the U.S. Army. Active Army warrant officers or enlisted personnel who have completed advanced individual training may apply.

Eligibility requirements are as follows:

- Be a citizen of the United States.
- Achieve a GT score of 110 or higher.
- Achieve an Officer Selection Battery Subtest 2 score of 90 or higher.
- Pass the Army Physical Fitness Test, and meet the height and weight standards of [AR 600-9](#).
- Have a favorable National Agency Check (NAC) or entrance NAC (ENTNAC).
- Have completed at least 90 semester hours of college, except for Medal of Honor or Distinguished Service Cross recipient.
- Achieve a score of 80 or higher on the English Comprehension Level Test (ECLT) if the applicant's primary language is other than English.
- Be of good moral character.
- Have no convictions by civil or military courts.
- Have not been previously disenrolled from officer candidate training.
- Be at least 18 and less than 30 years of age at the time of enrollment.
- Have a type A medical examination within six months before the application date.

Forward qualified applications to HQDA (DAPC- OPP-P), Alexandria, VA 22332-0400.

WARTIME

Upon full mobilization. the OCS program will provide the bulk of the officers normally produced during peacetime by the Reserve Officers Training Corps (ROTC) program. The expanded OCS program will be carried out by direction of the DCSPER. When this occurs. the following changes will take place. During partial. full. or total mobilization. the education requirement may be reduced to allow OCS applicants to be high school graduates.

OCS classes in session at Ft Benning, Georgia will be accelerated, and graduates will be commissioned as soon as possible. Peacetime branch immaterial OCS classes will then be halted and the responsibility transferred to installations conducting wartime branch immaterial OCS classes. Branch immaterial OCS will be set up at various locations based on determination of installation supportability.

On order. commanders in the grade of major general are authorized to appoint enlisted soldiers to second lieutenant or warrant officer. W-I on the battlefield to fill position vacancies.

WARRANT OFFICER TRAINING

Individuals applying for warrant officer training must meet the following requirements:

- a. Have a GT score of 110 or higher.
- b. Meet the Class 1 physical standards for flying duty.
- c. Have a high school diploma or equivalent - mandatory; two or more years of college credit - preferred.
- d. Have completed basic training - active duty personnel only.
- e. Have no civil or military court convictions - waiverable.
- f. Have no disqualifying factors to preclude appointment as a warrant officer.
- g. Warrant aviator applicant must not have reached 29th birthday at time of USAREC board.
- h. APFT - active duty personnel within last six months; Reserve Component personnel within last 12 months.

REFERENCES:

- [AR 601-100](#): Appointment of Commissioned and Warrant Officers in the Regular Army

OFFICER PROMOTIONS

YOUR ROLE: Process officer promotion recommendations to 1LT /CW2 and other actions, to include initiating promotion declinations and requests for reconsideration.

PROMOTIONS

The objectives of selecting officers for grade advancement are to:

- Meet Army branch and grade requirements.
- Ensure that the best qualified officers are advanced to the higher grades.
- Provide career incentives.
- Promote officers based on potential, not as a reward for past performance.
- Identify and eliminate ineffective officers.

The Defense Officer Personnel Management Act (DOPMA), passed into law in 1980 and effective on 15 September 1981, eliminated the dual selection process for promotion (temporary and permanent) for commissioned officers. All

active duty commissioned officers, regardless of component, on the Active Duty List (ADL) are considered for promotion under the single promotion process.

DECENTRALIZED PROMOTIONS

Promotions to 1L T and CW2 are accomplished by a field (decentralized) process. The PSB sends a [DA Form 78](#) (Recommendation for Promotion of Officer) to the S1 section at least 60 days but not more than 120 days before the officer is eligible for promotion. The recommending authority (the officer's rater) and the approval authority (a commander who is an LTC or higher) make a recommendation for or against promotion. When an officer is recommended for promotion, the DA Form 78 is returned to the PSB, and orders are published.

When a 2LT is not recommended for promotion, the recommending and approval authorities must further recommend for or against a six-month retention in grade. Recommendations against retention must be fully substantiated. After the form is referred to the officer for comment or acknowledgment, it is forwarded to the Promotion Review Authority (PRA) for final disposition. Warrant officers are not eligible for retention in grade. Therefore, when a WO1 is not recommended for promotion, the DA Form 78 is forwarded to the PRA for final disposition.

The PRA (normally the commander exercising general court-martial authority) will:

- Either direct that the officer be promoted or approve the recommendation against promotion.
- For 2LTs, approve or disapprove the six-month retention if the officer is not promoted.

All warrant officers not recommended for promotion and 2LTs not recommended for promotion or retention will be separated from the service not later than 90 days after the PRA decision. Any time during an approved six-month retention, promotion or termination of the retention period may be recommended and approved.

CENTRALIZED PROMOTIONS

All other promotions for warrant officers and commissioned officers through the grade of major general are accomplished by the centralized (selection board) process. Promotion boards are adjourned and conducted by HQDA, TAPERSCOM. The dates of the promotion selection boards and the zones of consideration are announced by TAPERSCOM at least 30 days before the convening date.

Information provided to promotion boards includes the following:

- Names of all officers to be considered.
- Performance portion of the OMPF (microfiche) including authorized documents not yet filmed.
- ORB.
- Official photograph.
- Correspondence to the board submitted in accordance with AR 624-100.
- Service portion of the fiche when requested by the board.
- Restricted portion of the fiche when requested by the board and approved by the proper authority.

The names of those officers recommended and approved for promotion are placed, in order of seniority based on date of rank, on a promotion list published by TAPERSCOM. Officers are promoted from the promotion lists in order of seniority shown by the promotion sequence numbers. The sequence numbers which will be promoted are announced each month by TAPERSCOM.

An ADL officer who has failed selection to CPT, MAJ, or LTC for the second time will be:

- Separated.
- Retired, if eligible.
- Selectively continued (determined by selection board).

The centralized promotion is very selective, and not all officers are recommended for promotion. In addition to consistently successful duty performance, each officer must ensure that the information provided to selection boards is accurate and complete. It is each officer's responsibility to review his ORB and OMPF. Waiting until promotion boards are announced is too late to ensure that records are in order. Updating the ORB and OMPF is an ongoing process that should be accomplished a minimum of once a year.

The official photograph is required by regulation to be taken every five years. However, a new photo should be taken whenever a material change to the uniform occurs (e.g., promotion, new unit patch, new award, badge, or tab). The photo is taken in the Class A uniform. Every detail is important including fit of the uniform, brass, haircut, moustache, awards, ribbons, and badges. Carry the uniform and shoes to the photo session and dress there. Take a buddy along to check your appearance. Critique photos closely, and send officers back for a retake if the picture is not the best image and impression of the officer.

Failure to provide a current, professional photo and neglect of the OMPF and ORB can result in an officer nonselection for promotion and ultimate involuntary separation from the Army.

WARTIME

During wartime, officer promotions will encompass the following actions:

- ***Processing decentralized promotions to 1LT /CPT.***
- ***Processing decentralized promotions to MAJ/COL.***
- ***Processing officer promotions to 1LT ICWI.***
- ***Processing reductions.***

You can expect to receive extensive guidance concerning the administration of officer promotions from HQDA.

REFERENCES:

- [AR 600-8-29](#): Officer Promotions
- [AR 640-30](#): Photographs for Military Personnel Files
- [DA Pam 351-4](#): US Army Formal Schools Catalog
- [DA Pam 600-3](#): Commissioned Officer Development and Career Management
- [DA Pam 600-11](#): Warrant Officer Personnel Development

OFFICER TRANSFERS AND DISCHARGES

YOUR ROLE: As the battalion's primary manager of personnel resources, you maintain accurate data on assignment and utilization of officer personnel.

OFFICER TRANSFERS WITHIN A BATTALION

Special requirements or conditions may require you to reassign an officer within the battalion. This is accomplished in one of three ways depending on local SOP:

- Request a reassignment order from the servicing personnel service battalion.
- Prepare an assignment memorandum.
- Use a [DA Form 4187](#) instead of an order or memorandum.

If the reassignment involves travel, a reassignment order is required.

REFERENCES:

- [AR 614-100](#): Officer assignment Policies, Details and Transfers

PROCESS ACTION TO VOLUNTARILY DISCHARGE AN OFFICER

You will supervise the implementation of procedures and the submission of documentation to voluntarily discharge an officer. An officer may, if eligible, submit an application for release from active duty.

Reasons for voluntary separation include the following:

- **Hardship:** Officers may be released from active duty because of personal or family hardship greater than that being experienced by other officers and their families.
- **Expiration of active duty commitment:** Officers that do not request an extension of service will be released from active duty.
- **Pregnancy:** A pregnant officer may request a release from active duty.
- **Retirement:** A Regular or Reserve commissioned officer who has at least 20 years of active federal service (with at least 10 years as a commissioned officer) may apply for retirement.
- **Completion of service obligation:** Officers who have completed all military obligations may request to resign their commission. If approved, all service connections are severed.
- **Special programs:** TAPERSCOM will occasionally announce programs to reduce officer strength and allow releases from active duty. Your installation or supporting officer management section should have the details. Officers who received commissions through funded programs are not usually granted a release until they have completed their initial service obligation.

PROCESS ACTION TO INVOLUNTARILY DISCHARGE AN OFFICER

Discharge is a separation that results in either a complete severance of all military ties or termination of a specific status (such as an enlisted soldier on active duty who holds a commission in the Reserves). There are several reasons an officer may be involuntarily discharged. In some instances, the officer may be released from active duty (or active duty for training) with a transfer or release to the Individual Ready Reserves (IRR).

Common reasons for involuntary discharge include the following:

- **Passed over for promotion:** Commissioned officers serving on active duty who fail a second time to be promoted to captain, major, or lieutenant colonel will be released from active duty on the 120th day after receipt of nonselection notification.
- **DAADB release:** A DA Active Duty Board (DAADB) may require an officer to be discharged for misconduct, dereliction of duty, or inefficiency. When a DAADB is convened to reduce officer strength, it will often release officers from active duty into the Reserves or IRR.

- Elimination action: These actions can be started by an officer's chain of command or by a DAADB. The officer is then required to "show cause" why he should remain on active duty.
- Downward trend in performance resulting in inefficiency.
- Failure to be technically proficient for his/her rank.
- Drug/alcohol rehabilitation failure.
- Misconduct; moral or professional dereliction.
- Mismanagement of personal affairs that affects duty performance.
- Homosexuality.
- Fraud.
- Conduct unbecoming of an officer.
- Punishment under UCMJ.
- Denial of security clearance.
- Adverse information filed in the OMPF.

One of these reasons by itself may not be enough to support elimination. However, when a pattern of known deficiencies is established, action may be initiated.

WARTIME

In a wartime environment, guidance concerning officer discharges and separations will come from the National Command Authority (NCA). Terms of service are usually extended unless the conflict is protracted. Transfer, discharge, and separation authority is curtailed by the Secretary of the Army.

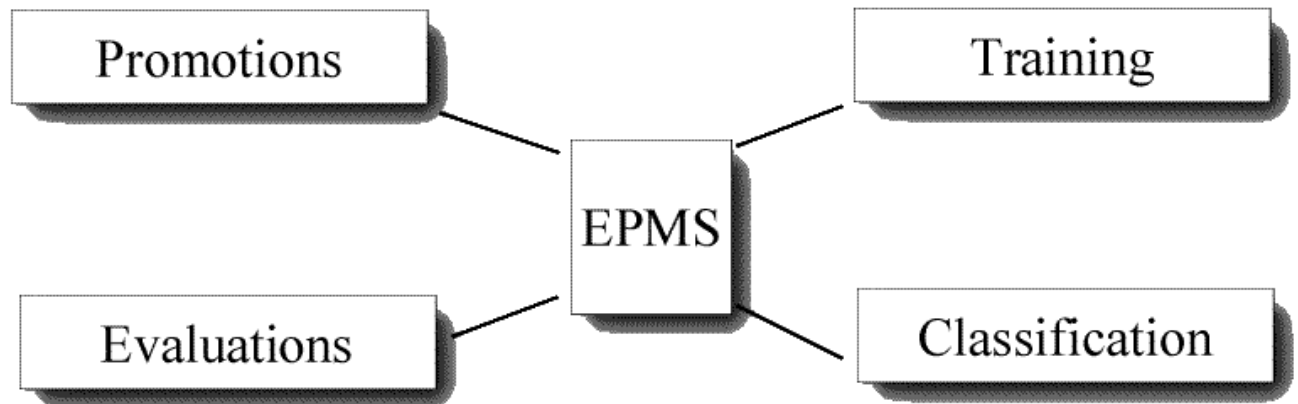
REFERENCE:

- [FM 12-6](#): Personnel Doctrine

ENLISTED MANAGEMENT

YOUR ROLE: Ensure that the procedures of the Enlisted Personnel Management System (EPMS) are adhered to in the management of enlisted personnel.

EPMS is the total process by which enlisted personnel are professionally developed to provide the Army with the qualified enlisted soldiers it needs. It provides for a logical career path from PV 1 to CSM. EPMS has a fundamental impact on accession, training, classification, evaluation, distribution, and promotion. Guidance on EPMS procedures is in AR 600-200.



The military occupational structure, which is described in AR 611-201, is an integral part of the EPMS. You must be familiar with it. Personnel resources must be managed effectively to successfully accomplish the Army's mission. By military necessity, DA policy is as follows:

- Utilize soldiers in positions in line with their military Qualifications and personal Qualities.

Foster an atmosphere to motivate all soldiers to fulfill their full potential.

REFERENCES:

- [AR 601-280](#): Army Retention Program
- [AR 614-30](#): Overseas Service
- [AR 614-200](#): Enlisted Assignments and Utilization Management
- [DA Pam 600-8](#): Management and Administrative Procedures

EVALUATIONS

YOUR ROLE: Ensure that all evaluation reports are initiated and completed in a timely manner.

Check with your PSB to get a suspense system working smoothly and efficiently. The Army uses evaluation reports to identify soldiers who are best qualified for promotion and assignment to positions of higher responsibility. Evaluation reports must be a fair, objective, and accurate appraisal of the NCO's

performance and potential. Ensure that evaluations do not contain personal bias or personal prejudice.

NONCOMMISSIONED OFFICER EVALUATION REPORTING SYSTEM

The NCO evaluation reporting system is designed to support the Army's personnel management programs and the career development of NCOs. It influences the NCO's career objectives, measures the quality of the NCO corps, and largely determines the senior enlisted leadership of the Army.

The noncommissioned officer evaluation report (NCOER) is an important part of the OMPF. The NCOER gives recognition for the performance of duty, measures professional and personal traits, and provides a basis for counseling by the rating officials on career development. NCOERs have a significant impact on promotion, school selection, assignment, MOS classification, CSM designation, and qualitative management.

NCOERs are prepared for enlisted soldiers in the rank of SGT and above. The minimum rating period for an NCOER is three rated months, except for relief for cause (one rated month) and complete the record reports (six rated months).

The types of reports used for Active Army NCOs are annual, change of rater, complete the record, and relief for cause. The Army Reserve and National Guard have annual reports and relief from annual training or active duty training reports. [DA Form 2166-8](#) is used for both Active and Reserve personnel; it rates NCOs on professional values and responsibilities.

It is mandatory for all NCOs, both active duty and Reserve to receive face-to-face performance counseling within the first 30 days of a reporting period. Thereafter, Active Army NCOs receive performance counseling quarterly, while USAR and National Guard NCOs receive semiannual counseling.

NCOER COUNSELING CHECKLIST

The NCOER Counseling Checklist/ Record ([DA Form 2166-8-1](#)) is mandatory for counseling NCOs in the rank of CPL through SGM/CSM. Although corporals do not receive an evaluation report, they still must be counseled because of their NCO status.

BULLET COMMENTS

Bullet comments are mandatory for "NO" ratings in Part IVa of the form and "Excellence" and "Needs Improvement" ratings in Part IVb-f.. Bullet comments for ratings of "Success" are optional. Bullet comments must be preceded with a lower case letter "o"; they must be no more than two lines in length and double spaced between the bullet comments.

Do not use narrative gimmicks such as handwritten bullet comments, underlined bullet comments, italics, or bold print. Do not separate page one from page two of the NCOER form.

Ensure that these bullet comments are measurable and factual and that they truly meet the rating given. For instance, in the following example, "Excellence" is marked in Part IVb (Competence) and the bullet comments read:

- Best NCO I have ever served with.
- Advice is sought by other NCOs.
- Takes great pride in his office.

These comments do not justify excellence. Excellence is clearly an indication that the NCO is better than others; it is achieved by few NCOs.

RATER QUALIFICATIONS

Remember that the minimum rater qualifications are three rated months, not 76 or 90 rated days. Use [AR 623-205](#) to help you determine how to compute rated months. The regulation dictates that the rated NCO must be counseled. The rater must have a counseling session with the NCO to let him know what is expected for routine daily duties, areas of special emphasis, and additional duties. An NCO's career development must be managed as closely as an officer's.

RATING SCHEMES

The commander is responsible for determining official rating schemes. These are published by name with the effective dates of the rating officials. The rating scheme is given to each NCO and posted so that every NCO knows his rater, senior rater, and reviewer. Rating schemes should be reviewed and updated monthly.

NCOER LOG

Your evaluations clerk should keep a suspense and update the NCOER log when reports are submitted. Remember that you have 30 days to submit the completed NCOER to the PSB / MPD. Your office is also responsible in answering questions on the NCOER system. Help NCOs who have questions concerning appeals, and assist them in the appeal process. The PSB / MPD is there to help you with appeals or questions on the evaluations system.

WARTIME

Many of your duties continue with the onset of hostilities. Ensure that rating schemes continue to be published and that NCOs know who is in

their rating chain. In wartime. the commander still determines the rating scheme. and rating schemes are published by name with the effective dates of the rating officials. For instance. during total mobilization the only NCOs that receive an evaluation report are SFC and above. The NCOERs rendered during total mobilization are annual. change of rater. and relief for cause reports only.

Refer to AR 623-205 in preparing NCO evaluation reports. Certain aspects of the evaluation report will change during hostilities. Commander's inquiries are deleted, and bullet comments are optional except for a relief for cause report. You may also prepare the NCOER with hand written instead of typed entries. During hostilities, the evaluation report for NCOs still plays a major role in our personnel system. Always ensure that the reports are prepared fairly and professionally.

REFERENCES:

- [AR 40-501](#): Standards of Medical Fitness
- [AR 600-9](#): The Army Weight Control Program
- DA Cir 623-88-1: (Evaluations Updates)
- [DA Pam 623-205](#): The Noncommissioned Officer Evaluation Reporting System "In Brief"

ENLISTED PROMOTIONS AND REDUCTIONS

YOUR ROLE: Monitor the enlisted promotion system for the unit. Ensure that soldiers are promoted when entitled and personnel actions are accomplished.

ADVANCEMENT TO PV2, PFC, AND SPC

Unit commanders may advance eligible soldiers to grades PV2, PFC, and SPC. Primary eligibility criteria are time in service (TIS) and time in grade (TIG). These advancements are announced on a [DA Form 4187](#) (except PV2, if it is a normal progression). Each month your SI section receives a EMILPO report, referred to as the AAA-117 report, which lists by name all of your soldiers eligible for advancement from PV2 to SPC with and without waivers. The AAA-119 report will provide the number of allocations your unit has for that month to advance soldiers with waivers. The company commander is the promotion authority for advancement to PV2 through SPC. When you receive the monthly AAA-117 / AAA-119 reports, verify it against the previous month's report to ensure that all corrections have been made. If a memorandum is desired, indicate to the unit commanders the number of waiver advancements that may be authorized for that month. Distribute the AAA-117 report and memorandum to the respective units, and suspense all return documents not later than two days after receipt.

When you receive the completed AAA-117 and the DA Forms 4187, ensure that individual company's did not exceed their authorized promotion limit. Verify all promotions to ensure that they are authorized in accordance with [AR 600-8-19](#), paragraph 2-3. Verify that the unit commanders signed the AAA-117s and the DA Forms 4187. Have the EMILPO clerk submit appropriate grade change transactions.

PROMOTION TO SGT AND SSG

Identify those personnel selected for promotion to grades SGT and SSG. A field grade commander of any unit authorized a commander, LTC, or higher may promote eligible soldiers to SGT and SSG. Eligibility for these ranks is based on time in service (TIS), time in grade (TIG) and civilian and/or military education. Ensure that selected soldiers meet the minimum eligibility requirements as outlined in [AR 600-8-19](#), paragraph 3-13.

The unit commander is the recommending official who is responsible for completing Part I of the [DA Form 3355](#). The battalion SI will review the recommendation(s) for accuracy and completeness and then forward all documents to the promotion authority for approval/disapproval. If approved, it will then be forwarded to the PSB / MPD for processing. If disapproved, it will be sent back through channels to the recommending official for appropriate action. The promotion authority is responsible for convening a promotion board, as outlined in AR 600-8-19.

PROMOTION BOARDS FOR SGT AND SSG

Promotion boards are convened once a month within the first 15 days of a month except when no one is recommended for board action. They are conducted in a question and answer format only. The promotion authority has the option of appointing a promotion board composed of commissioned officers or all enlisted members. Specific guidance on promotion board operations is in [AR 600-8-19](#), paragraph 3-16.

Voting members are either commissioned or warrant officers or NCOs senior in grade to those being considered for promotion. Each voting member will complete a [DA Form 3356](#) (Board Member Appraisal Worksheet) for each soldier being considered. The promotion board recorder will collect all DA Forms 3356, inform the board of the results of the selection of that soldier, and then complete [DA Form 3357](#) (Board Recommendation).

The promotion board president will review the proceedings for accuracy and sign and forward it to the promotion authority for approval or disapproval. If the promotion authority approves the promotion board in its entirety, all soldiers will be integrated onto the local AAA-242 (SGT / SSG Recommended List for Promotion of Enlisted Personnel). If disapproved, an entire new promotion board

must be held, composed of all new members, to consider all soldiers of the previous promotion board.

The promotion authority must approve or disapprove the promotion board proceedings within three working days after the promotion board adjourns. The completed DA Forms 3355 must reach the PSB / MPD by the fourth working day.

PROMOTION POINT REEVALUATIONS FOR SGT AND SSG

There are two process through which processing promotion point reevaluations can occur: administrative and total reevaluations. A soldier who adds 20 or more new points can be considered for an administrative evaluation. A request to appear before a new promotion board in accordance with [AR 600-8-19](#), paragraph 3-20 is considered a total reevaluation.

Soldiers may request administrative or total reevaluation by using a [DA Form 3355](#). Soldiers must submit their request to the S1 within reasonable amount of time to allow the promotion chain of command sufficient processing time to process the action.

An administrative reevaluation can be requested by soldiers who believe they have increased (through self achievement or awards) their latest promotion score by 20 points or more. If the reevaluation results in a promotion point increase of 20 or more points, the PSB / MPD will change the soldier's score and enter the soldier's new score on the current DA Form 3355 and appropriate databases. Each new entry will be annotated with the reevaluation date.

A total reevaluation may be requested only after 6 months from the latest board appearance or last administrative reevaluation. The results of the reevaluation take the place of the previous reevaluation regardless of the outcome, including soldiers not recommended by the board during the total reevaluation, or who fail to achieve enough points to attain promotion points status. Soldiers who fail to achieve enough points or who are not recommended by the board, will be removed from the current list immediately.

RECOMPUTATION OF PROMOTION POINTS

Promotion points will be recomputed annually without local promotion board action. The soldier is responsible for reviewing his records in the recomputation month. For soldiers in the rank of SPC, the scheduled recomputation will be completed during the month of February. The record cut-off for entries 1 through 6 on DA Form 3355 will be as of the end of January. For soldiers in the rank of SGT, the scheduled recomputation will be completed during the month of May using the records as of the last day of April. The new score or the recomputation score will become effective three months from the first day of the scheduled recomputation month.

PROMOTION POINT ADJUSTMENTS

There are two types of promotion point adjustments authorized: correction of mathematical error, and adding or subtracting administrative points.

A mathematical error on the [DA Form 3355](#) will be corrected as soon as the error is detected.

When adding administrative points that were effective prior to the date of the last board, or administrative / total reevaluation, but were left off of the DA Form 3355 or were not supported with official documentation:

- The adjustment will not result in retroactive promotion.
- The adjustment action is limited to the specific points in question.
- Adjustment to points not previously documented will be made during the month the request is received at the PSB.
- Adjustments must be supported by official documentation.
- Request for promotion point adjustment will be submitted using a memorandum. The request will list all of the supporting documents and, if approved, becomes a permanent part of the promotion packet.

The PD commander / MPD chief is the approval authority for adjustments. Upon completion, the PSB / MPD will notify the soldiers in writing of any adjustment to a soldier's promotion points. The notification will be routed through the soldier's chain of command and will include at a minimum; the reason for the change, the new points, the effective date of the new points, a copy of the completed action, and a computer generated report reflecting the change.

REMOVAL FROM LOCAL RECOMMENDED LISTS

Soldiers must be removed from the local standing list for the following conditions:

- Failure to qualify, for cause, for the security clearance required for the MOS in which recommended or competing.
- Failure to reenlist or extend to meet a service remaining requirement.
- Enrolled in the Army Weight Control Program in accordance with [AR 600-9](#).

Adverse action exists on:

- Convicted by court-martial while on recommended list.
- Receives punishment imposed under the provisions of Article 15, UCMJ (not including summarized Article 15) while on recommended list.

- Undergoing proceedings that may result in discharge. Soldiers processing medical evaluation will remain on the recommended list unless separated.
- Receives a memorandum or letter of reprimand, admonition, or censure filed in the soldier's OMPF in accordance with [AR 600-37](#), Chapter 3.
- Soldier signs Declination of Continued Service Statement.
- Soldier is prohibited from re-enlisting when a local or DA imposed bar is approved after attaining recommended list status.
- Loss of MOS qualification due to reclassification as a result of inefficiency or misconduct.
- Release from active duty or enlisted status.
- Dropped from the rolls as a deserter.
- Failure to maintain the minimum promotion points required or fails to validate list status in accordance with [AR 600-8-19](#).
- Denied a waiver to reenlist.
- When the promotion authority determines that the soldier's promotion packet contains fraudulent documents.
- Soldier fails required NCOES course for academic reasons. This includes soldiers denied enrollment to NCOES for APFT failure of failure to meet weight control standards in accordance with [AR 600-9](#).
- Soldier fails to complete training required for MOS for cause of academic reasons.
- Failure of record APFT.
- A medical board has determined the soldier is no longer fit for duty.
- Soldiers who are on the promotion list and promoted to SGT because of entering WOCC or OCS will be removed from that list and will not be eligible for reinstatement. Soldier must be re-boarded to gain promotable status.
- When the promotion authority has approved removal board recommendation that the soldier be removed from a recommended list.
- Erroneous selection.
- Reduction in grade.
- Soldier refuses to attend the required NCOES course. Soldiers under this provision will not be eligible to be re-boarded for 12 months from the effective date of removal.

Soldiers removed from a local recommended list must be notified in writing.

REMOVAL BOARDS

A removal board will be convened as needed to determine whether a SPC or SGT should be removed from a recommended list. Specific guidance in conducting removal boards is out-lined in [AR 600-8-19](#), paragraph 3-33. The board president is responsible for ensuring that enough testimony is provided to enable the board members to fully and impartially evaluate each case and arrive

at a proper recommendation. The promotion authority will approve or disapprove the board's recommendation.

REINSTATEMENT TO LOCAL RECOMMENDED LIST

A SPC or SGT removed from a local recommended list and later identified as being completely exonerated will be reinstated to the list in accordance with [AR 600-8-19](#), paragraph 3-35. To be completely exonerated, the action that caused the initial removal must have been erroneous or should not have been imposed, so that the soldier is free of any blame or accusation. In no case should a reinstatement be delayed more than 10 days. If the soldier would have been promoted had he not been removed from the list, he may now be promoted. The date of rank will be the date he would otherwise be eligible. The effective date of promotion will be the date of the order.

ENLISTED STANDBY ADVISORY BOARD FOR SSG AND ABOVE

Only soldiers who were not selected from a primary zone of consideration will be reconsidered for promotion. Soldiers who were considered in a secondary zone will not be reconsidered. Error is considered material when, in the judgment of a mature individual familiar with selection board proceedings, there is a reasonable chance that, had the error not existed, the soldier may have been selected. Each case will be evaluated by the chain of command and servicing PSB / MPD using the guidelines of [AR 600-8-19](#).

REMOVAL FROM CENTRALIZED RECOMMENDED LIST

Removal from a DA promotion recommended list has far-reaching, long-lasting effects on a soldier. Therefore, removal from recommended lists should be considered only when circumstances warrant it. Commanders may recommend that a soldier's name be removed from a DA recommended list at any time in accordance with [AR 600-8-19](#), Chapter 4, Section V. The recommendation must be fully documented and justified. HQDA will make the final decision on the removal based on the results and recommendation of the DA Standby Advisory Board. A recommendation for removal may be disapproved at any level of command.

DECLINATION OF PROMOTION SELECTION

Unless a soldier declines promotion, it is accepted as effective as of the date of the announcing order. The name of the soldier who declines promotion will be removed from the recommended list in accordance with [AR 600-8-19](#), paragraph 1-24. The soldier will send a letter of declination through command channels to the PSB / MPD not later than 30 days after the effective date of the promotion given in the orders.

REDUCTION FOR INEFFICIENCY

Inefficiency is the demonstration of characteristics that shows that the person cannot perform duties and responsibilities of the grade and MOS. It may also include any act or conduct that clearly shows that the soldier lacks those abilities and qualities required or expected of a person of that grade and experience. Commanders may consider misconduct, including civil court, as bearing on efficiency. An assigned soldier who has served in the same unit for at least 90 days may be reduced one grade for inefficiency.

The commander reducing the soldier will inform him in writing of the action being contemplated and the reasons. The soldier is required to acknowledge receipt of the letter by endorsement and may submit any pertinent matters in rebuttal. SPCs and below may be reduced without a board; however, a reduction board is required for SGT through CSM. Board appearance may be declined in writing, which will be considered as acceptance of the reduction board action. A reduction board, when required, will be convened within 30 days after the individual is notified in writing (SGT thru CSM).

OBLIGATION FOR PROMOTION TO SSG

The service remaining obligation for soldiers being promoted to SSG is 12 months. Service remaining obligation will be computed from the first day of the subject month of the cut-off score letter which authorized the promotion. Soldiers failing to reenlist or extend by the last day of the month set for promotion WILL BE removed from the local recommended list, and no board action is required.

WARTIME

The following are the wartime standards that apply to enlisted promotions:

- ***On order, centralized and semi centralized systems are discontinued on the battlefield.***
- ***Decentralized promotions are managed as a subfunctions of enlisted strength management.***
- ***Promotions are based on position vacancies.***
- ***Promotions are executed. recorded. and reported by the promotion authority as soon as the battlefield situation permits.***

Promotion authority is:

- ***MG in command for SFC and above.***
- ***LTC in command for SGT and SSG.***
- ***Unit commander for CPL and below.***

Strength managers will synchronize losses. personnel requisitions. replacement allocations. and promotion decisions.

- ***Promotion and reduction authority is vested in the same official.***

TIPS

- Verify the previous month's report with the current report to determine inconsistencies.
- Ensure that correct percentage limitations are used on a monthly basis, per AR 600-8-19 and Cdr, HRC.
- Verify waiver computations to determine monthly allocations. Ensure that no unit exceeds its monthly allocation ratio.
- Ensure that all grade changes (GRCH) transactions are submitted in a timely manner.
- Verify that no Soldier is flagged or barred prior to processing a promotion action.
- Ensure that all information contained in the DA Form 3355 is accurate.
- Schedule all promotion boards to convene prior to the 15th of every month when a promotion board is required.
- The promotion authority has only three working days to approve or disapprove the promotion board proceedings. Ensure that this is monitored.
- Review LESs to verify that grade changes are made.

ENLISTED TRANSFERS AND DISCHARGES

YOUR ROLE: As the battalion's primary manager of personnel resources, you will oversee transfers and discharges of enlisted personnel.

TRANSFERS WITHIN A BATTALION

Special requirements or conditions may require you to reassign a soldier within the battalion. This is accomplished in one of three ways depending on local SOP:

- Request a reassignment order from the servicing personnel service center (see [AR 600-8-105](#)).
- Prepare an assignment memorandum.
- Use a [DA Form 4187](#) instead of an order or memorandum.

If the reassignment involves travel, a reassignment order is required.

REFERENCES:

- [AR 600-8-105](#): Military Orders
- [AR 614-100](#): Officer Assignment Policies, Details, and Transfers

PROCESS ACTION TO VOLUNTARILY DISCHARGE AN ENLISTED SOLDIER

Except for provision stated in [AR 635-200](#), soldiers who choose, may request voluntary discharge. Such discharges will occur after the soldier receives pre-separation counseling as required by law (10 USC 1142). Pre-separation counseling must be scheduled as soon as the soldier chooses the voluntary discharge option.

The reasons for voluntary separation are as follows:

- **Expiration of active duty commitment** (AR 635-200, Chapter 4): Soldiers who do not reenlist will be released from active duty. The soldier will be required to serve the remaining commitment in the ARNG, USAR, or IRR.
- **Hardship** (AR 635-200, Chapter 6): A soldier may be released from active duty because of personal or family hardship or dependency, if releasing the soldier will relieve the situation. The soldier must show that no other reasonable options are feasible.
- **Pregnancy** (AR 635-200, Chapter 8): A pregnant soldier may request a discharge.
- **Retirement** (AR 635-200, Chapter 12): Enlisted soldiers may be eligible for retirement after 20 years of active federal service. Reserve Component soldiers may qualify upon reaching age 60 if they completed a minimum of 20 years of qualifying service (with at least the final eight years in a non-regular component).

Each soldier represents a substantial investment in training and pay. Separation prior to the end of a term of enlistment is wasteful and should be a last resort.

REFERENCE:

- [AR 635-200](#): Enlisted Personnel

PROCESS ACTION TO INVOLUNTARILY DISCHARGE AN ENLISTED SOLDIER

Discharge is a separation that results in either a complete severance of all military ties or termination of a specific status (such as an enlisted soldier on active duty who holds a commission in the Reserves). In some instances, the soldier may be released from active duty with a transfer or release to the Individual Ready Reserves (IRR).

Common reasons for involuntary discharge are as follows:

- **Court-martial** (AR 635-200, Chapter 3).
- **Alcohol/drug rehabilitative failure** (AR 635-200, Chapter 9).
- **Fraudulent entry** (AR 635-200, Chapter 7): Concealing or misrepresenting information when enlisting or reenlisting.
- **Unsatisfactory performance** (AR 635-200, Chapter 13).
- **Misconduct** (AR 635-200, Chapter 14).
- **Homosexuality** (AR 635-200, Chapter 15).
- **Overweight** (AR 635-200, Chapter 18): Failure to meet the standards for weight in [AR 600-9](#).

In most cases, a soldier will be released/discharged from active duty and transferred into the IRR. Commanders must make sure that adequate counseling and rehabilitative measures have been taken before separation is initiated.

REFERENCE:

- [AR 635-200](#): Enlisted Personnel

TIPS

- Know local policy on procedures for transfers and discharges.
- Ensure that necessary eMILPO transactions are accomplished.
- Initiate other personnel actions (e.g. awards, NCOERs, notifications of Finance) when you have a pending discharge or transfer.
- Personnel facing adverse action should be referred to the SJA as soon as possible.
- Involuntary separation is a sensitive matter; you must ensure that you and your staff are discreet and adhere to the Privacy Act.
- During mobilization, look for guidance from your higher headquarters, and ask for help if you need it.
- Make sure you are aware of personnel nearing separation during mobilization.
- Look for guidance from higher headquarters, and ask for guidance if you need it.

WARTIME

In wartime, guidance on enlisted discharges and separations will come from the National Command Authority (NCA). Terms of service are usually extended unless the conflict is protracted. Transfer, discharge, and separation authority are curtailed by the Secretary of the Army.

REFERENCE:

- [FM 12-6](#): Personnel Doctrine

REASSIGNMENT

YOUR ROLE: Assist your soldiers and families with reassignment processing. Ensure that their special needs are addressed.

Reassignment can be a trying time for soldiers and their families. Ease the trauma of reassignment as much as possible while ensuring that the personnel requirements of the U.S. Army are met. While this process can be extremely difficult, most of the procedures associated with reassignment are routine. You will expend the most energy working on requests for deletions and deferments, which are personal and time-sensitive in nature.

Tasks associated with reassignments are the following:

- Initiate request for change of tour.
- Initiate family travel request.
- Process family travel decisionsd.
- Process request for more than one pay.
- Initiate request for advance return of dependents.
- Initiate request for leave outside CONUS.
- Initiate request for early arrival.
- Initiate deletion/deferment request.

REFERENCES:

- [AR 135-205](#): Enlisted Personnel Management
- [AR 614-200](#): Enlisted Assignment and Utilization Management
- [AR 680-29](#): Organization and Type of Transaction Codes
- [DA Pam 600-8](#): Management and Administrative Procedures

CHAPTER FIVE

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UNIT PROGRAMS

CUP AND FLOWER FUND

YOUR ROLE: *Manage the cup and flower fund to ensure that it is legal and meets the needs of the unit officers and families.*

The cup and flower fund is used to cover various social obligations. It provides a personal touch to the members and families in the form of flowers for deaths and illnesses, departure mementos, baby cups, wedding gifts, rank

insignia for promotion ceremonies, and so forth. It can be used to acquire items that are not readily available through the Army system.

There are two keys to maintaining a successful cup and flower fund. First, it must be legal and must operate according to a constitution approved by the installation. It must adhere to local and DA regulations. Second, it must be flexible enough to meet the needs of the unit.

Installation supplements may require that certain elements be contained in the constitution. Beyond that, you may tailor the constitution to meet your unit's needs.

You will probably be the fund's secretary-treasurer, since you monitor all information in the unit and maintain all personnel programs. The following recommendations will assist you in maintaining the fund:

- Have a cosigner on all checks, preferably someone on the staff who is readily available. This will allay suspicions of your handling of expenditures.
- Set up a simple accounting system. This will help you prepare the annual financial report to the installation.
Maintain a good cash flow by charging an initiation fee of 75 percent of the cost of the departure gift/plaque, and assess dues of \$5 per quarter. Do not collect money every month.

TIPS

- Have on hand two of every gift or memento (e.g., departure plaques and baby cups) for emergencies. Make sure these items are locked in a safe place.
- Consider including a spouse departure gift as a memento.
- Let the officer's spouse collect money for an arrival welcome gift.
- Make the operation of the fund legal and flexible.
- Ensure that you are in control and have authority to make decisions. All members should understand and approve this.
- Do not expect the fund to make a profit, but stay out of the red.

SOCIAL FUNCTIONS

YOUR ROLE: Direct all social activities within the unit. Your commander will consider you ultimately responsible.

The social life of a unit, including soldiers and their families, is the key to establishing esprit, developing cohesion, and maintaining a positive command

climate. Your commander and spouse set the tone for all social functions in both frequency and type. Follow their lead, and keep in focus the purpose of the social function.

Basically there are four types of social activities: parties, hail and farewells, family activities, and formal affairs. Formal entertaining is covered in Protocol in this chapter. See Appendix G for information on conducting a dining-in.

Write the unit's social plan for your commander's signature. Include his philosophy and the type and frequency of activities. Consider the following when developing the plan:

- Keep activities informal and casual.
- Sponsor only one formal affair per year. Your higher headquarters (e.g., brigade or division) may also sponsor a formal function.
- Limit social functions to one per quarter, if possible.
- Rotate responsibility for hosting events among the companies. You retain overall responsibility.
- Once responsibility has been assigned, keep informed on the progress of the preparations.

HAIL AND FAREWELL

The hail and farewell, the most common social function, is a time to welcome new officers and their spouses to the unit and say goodbye to those departing. One per quarter will usually provide a timely welcome and goodbye.

The hail and farewell does not need to be a formal, sit-down dinner type of affair. Consider informal parties, such as, a barbecue at an officer's home or a theme party (Hawaiian luau or masquerade) at the officers club.

Prepare a 3x5 inch card on each arriving and departing officer. Give your commander a set and carry a backup set with you. The following information and formats may be used:

- Arriving officer's full name and rank.
- Previous unit.
- New job title.
- Spouse's name.
- Children's names and ages.
- Hobbies or some personal information of interest.
- Departing officer's full name and rank.
- Arrival date at your unit and list of positions and accomplishments.
- Destination and job title (if known).
- Personal information of interest (humorous and/or serious).

The farewell portion of the party may be done in the form of a roast; however, the fun and attention devoted to the departees should not overlook the welcome to the arriving officers. In addition to departure mementos, give unit certificates signed by the commander. Don't forget the spouses. They should also receive a certificate, gift, or both, depending on the unit's preference.

Protocol dictates that no one will depart a social affair before the commander. This rule can be flexible, with the concurrence of your commander. If he wants to stay, it should be permissible for others to leave after the scheduled events. Advertise your commander's philosophy on this point.

DO--

- Include the CSM in all social functions.
- Invite your commander's boss to all functions.
- Invite staff officers from higher headquarters and individuals from other units on post.
- Include civilians from the surrounding communities, military retirees, and local USAR and ARNG component personnel in your organizational activities. Notify higher headquarters, and provide a list when you invite civilians and retirees. 0 Prepare your invitations well in advance, and include a map when appropriate. Also include a clear description of the appropriate dress for the occasion.
- Require after-action reports from the planners to help those who plan future activities.
- Have fun!

DON'T--

- Encourage consumption of alcoholic beverages. Nonalcoholic beverages should be prominent.
- Schedule a social affair immediately after deployments or during a holiday. These are times for soldiers to be with their families.
- Invite the same people from outside your unit to every social function (with the exception of your commander's boss).
- Make every social gathering overly elaborate or expensive.

PLANNING GUIDE

This party checklist is a guide for preparing your unit's social functions.

1. As soon as the date can be set, reserve the officers club or other facility.
2. Request a drummer and/or bugler from the band, if appropriate.
3. Three weeks prior:

- a. Send an information letter to all members of the unit.
 - b. Select a menu.
 - c. Order programs and place cards.
 - d. Arrange and coordinate the facility setup.
 - e. Check with the presiding officer on guests and chaplain.
 - f. Issue invitations.
 - g. Coordinate with the CSM or protocol office for colors.
 - h. Coordinate with protocol for the seating board and colors for guests, if appropriate.
4. Two weeks prior:
- a. Check with the club on progress and problems.
 - b. Request weapons through the company for the color guard.
 - c. Select a Mr. Vice (the junior officer), if appropriate.
5. One week prior:
- a. Confirm menu selections with the club.
 - b. Pick up programs and place cards.
 - c. Plan seating arrangements with the club.
 - d. Meet with and brief guest escorts.
6. Two days prior:
- a. Make the seating board for display during the cocktail hour.
 - b. Make reminder cards for the presiding officer and personnel giving toasts.
 - c. Make last-minute checks with the club on all coordinations.
 - d. Make a last check on the drummer and bugler.

e. Conduct rehearsals for the color guard, drummer and bugler, punch ceremony, toasts, and after-dinner remarks.

7. Day of the event:

- a. Arrive early at the club to supervise the setup.
- b. Set out the programs and place cards.
- c. Set out the seating chart.
- d. Meet with the waiters.
- e. Set up centerpieces.
- f. Supervise throughout.

8. Day after the event:

- a. Check clean up.
- b. Coordinate with the club to pay the final bill.
- c. Turn in the after-action report.

PROTOCOL

YOUR ROLE: *Learn the rules of proper etiquette and customs of service. and educate and inform the soldiers of your unit.*

Proper etiquette and customs of service are a set of rules, traditions, and basic good manners. When protocol and etiquette rules are observed, they help to decide what is proper in almost any situation.

TITLES AND FORMS OF ADDRESS

When speaking to officers, the surname should be used with the rank. Addressing an officer by rank only, especially from a lower to a higher rank, can be interpreted as insolence. Generally, addressing a higher ranking officer by "Sir" or "Ma'am" is preferred. The use of "Sarge" to an NCO is informal and offensive to noncommissioned officers.

MARRIED COUPLES

When both husband and wife are soldiers and her rank exceeds his, address the invitation to an official function to her. On both the envelope and the invitation, his name will follow hers. For example:

- Major (full name)
- Captain (full name)

When a female officer is married to a civilian or noncommissioned officer, put his name with title or grade on the second line of the envelope. The invitation would read:

"Captain Doe and Dr. Doe," "Captain Doe and Sergeant Doe."

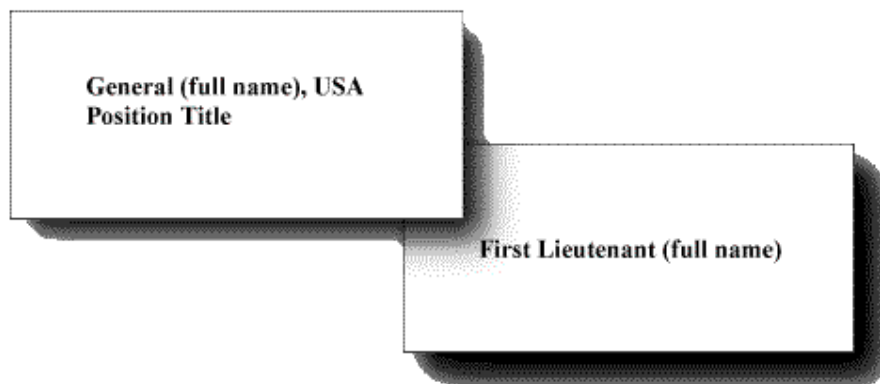
Should the married couple have the same rank and she has not retained her maiden name, the official invitation envelope could be addressed to "The Captains John Doe," and inside, "The Captains Doe."

When a married woman has retained her maiden name, the envelope could be addressed: "Captain John Smith and Captain Jane Doe." Inside the invitation would read: "Captain Smith and Captain Doe."

You can extend a formal or informal invitation to a married couple the same way as for everyone else - "Lieutenant and Mrs. John Doe" - even if she is of the higher rank. However, you should probably address the formal invitation as shown above.

Envelope:

Official:



Envelope:

Social:

General and Mrs. (full name)
General (full name) and Mr. (full name)

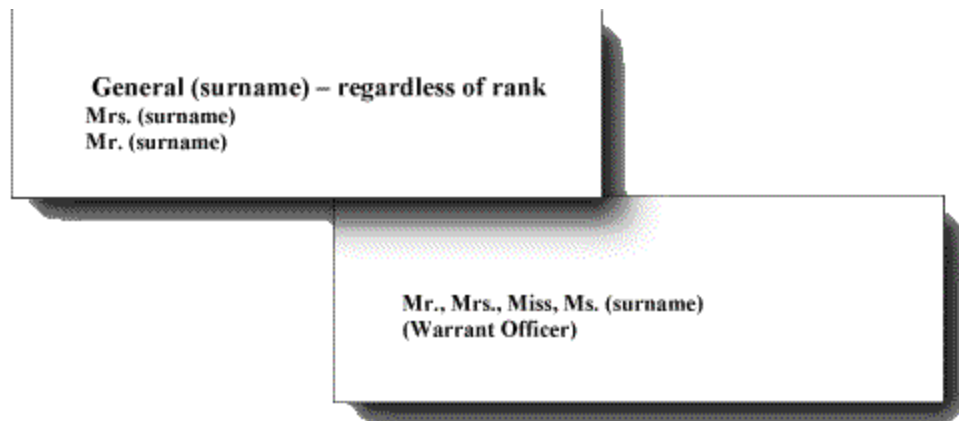
Chief Warrant Officer and Mrs. (full name)
Chief Warrant Officer (full name) and
Mr. (full name)

Invitation:

General and Mrs. (surname)
General (surname) and Mr. (surname)

Captain and Mrs. (surname)
Captain (surname) and Mr. (surname)

Place Cards:



Note:

The word General is used regardless of rank.

INTRODUCTIONS

Brevity and accuracy are key when introducing people. The person making the introduction is completely in charge of the situation for the length of time that it takes to effect it. When making introductions, all names must be clearly and correctly stated. There are a few simple rules to remember:

- Always present a man to a woman, except when officially presenting a junior female officer to a senior male officer.
- State the name of an honored or higher-ranking person or female first, then the name of the person being presented.
- Present young people to older people of the same sex.
- Introduce a single person to a group.

Officially introduce female members of the Army according to their rank rather than their gender. Present a junior female officer to a senior male officer. Socially, as with any female, present the senior officer to her.

Introduce doctors, nurses, and chaplains by rank. Upon such occasions as a speaking engagement, introduce them as "Major Doe, who is a doctor at Martin Army Hospital," or "...a nurse in the Army Nurse Corps," or "Colonel Jones, the post chaplain." Since their titles are distinguished, it is equally proper to call them Doctor Doe or Chaplain Jones.

What to Say

The easiest way to make introductions is simply to state the names of the two persons concerned: "Miss White, Mr. Jones," or "Colonel Brown, Mr. Smith." The phrase, "May I present" is more formal, but it is always correct to introduce in this

manner: "Mrs. Jones, may I present General Smith?" "General Smith, may I present Lieutenant White?" "Mrs. Jones, this is my daughter Ann."

One should be careful about making personal comments when introducing people. Biographical data or human interest stories that are too long create embarrassment rather than establish the topic of conversation for which they were intended. However, a brief comment can be very helpful in breaking the ice between strangers. "Mrs. Wilson, may I present Mrs. Smith? Her husband, as you know, served with General Wilson in Germany."

Family Introductions

When you introduce a member of your family, omit his last name. When the person to whom you wish to introduce your relative may be vague concerning your own name, then you add the last name of your relative. For example: "Colonel Wilson, this is Roger Doe, my brother ." A married man refers to his wife as "my wife" to people who do not know her, and by first name to people who do. Introduce your wife in this manner: "Mrs. Smith, may I present my wife?" To encourage the friendship, you may add your wife's first name: "Mrs. Smith, may I present my wife, Ruth?"

Acknowledgments

The customary answer to an introduction for both persons is, "How do you do?" You may add, "So nice to see you." If you want to be certain that you understand the name correctly, say "How do you do, Mrs. Smith." You are not expected to answer, "I'm fine, how are you?"

Some people acknowledge introductions by saying, "It's nice to know you" and the other person may repeat this phrase or merely say, "Thank you."

Avoid such acknowledgments as, "I'm pleased to make your acquaintance," or "Pleased to meet you."

A hostess will cordially greet a guest's friend who is a stranger by saying, "I am so pleased you could come." When you are introduced to someone who is an intimate friend of a friend of yours, you will probably not say that you are pleased to know him.

What to Do

It is customary for the following actions to occur during introductions:

- Men--When introduced to a man or woman, a man rises if he is seated. He shakes hands with another man when being introduced but waits for a woman to extend her hand before offering his.

Outdoors, in uniform, he may salute or remove his cap when introduced to a man or woman.

In civilian dress, he removes his hat and leaves it off, weather permitting. Usually, he does not lift his hat to men when women are not present. But if he is presented to a dignitary or very high ranking man outdoors when he is in civilian dress, he may, as a matter of courtesy, remove his hat with his left hand before shaking hands. If he is wearing gloves when introduced to a woman, he removes his right glove if he has time. He does not keep a person waiting while he peels it off.

- Women--A woman does not rise when introduced to another female of about her own age, but she stands when introduced to an elderly woman, a female senior official, or the wife of a senior official. She should remain standing until the elderly or senior woman is seated. A woman may shake hands with another woman, when convenient. But the younger or junior woman usually waits for the elderly woman, senior officer, or senior officer's wife to offer her hand.

A woman does not rise when introduced to a man unless he is the President, a head of state, or a dignitary of the church, or when she is a junior female officer being introduced to a senior officer. When a young woman is in the presence of a very high ranking officer or dignitary, she should rise. A woman customarily extends her hand first to a man.

- Junior female officers--On duty or at an official occasion, a junior female officer stands when she is introduced to a senior officer, male or female. She should also stand when introduced to a dignitary or senior civilian, male or female.

The purpose of the receiving line is to afford each guest the opportunity to greet the host, hostess, and honored guests. The receiving line should be kept as small as possible.

The following shows two possible arrangements for receiving lines for official functions:



When no guest of honor is present, selected person, such as your unit's XO and spouse, may be included in the receiving line.

Some commanders invite a man closely associated with the occasion to stand at the end of the line so that a female need not be in this position. Other commanders feel that this is incorrect, since a reception is to honor only certain individuals. Regardless, never station a randomly selected junior officer, who has no connection with the guests, at the end of the line.

Locate the receiving line so that the guests can pass through it smoothly and proceed conveniently (without doubling back) to the other guests who preceded them in the line.

An advantage to having the line on the right (as the guests enter the room) is that if a host rather than a hostess officiates, each woman in the receiving line would be to the right of her male counterpart. However, the established rule of always having the female on the male's right should not control if this would make the receiving line awkward.

As the adjutant, you will stand at the head of the receiving line next to the commander. You present the guest to him, and he in turn presents them to the guest of honor. You do not shake hands with the guests.

Except at the White House or at a diplomatic reception, the woman precedes the man through the receiving line. The man and his wife or female companion will approach you, and he announces their names. "Mrs. Jones and Captain Jones." Or, if the wife is the officer, "Captain Jones and Mr. Jones." If both are military, the female is presented first, "Captain Jones and Major Jones."

Women should remove their gloves when shaking hands.

The guest proceeding down the line simply shakes hands and greets each person with a "How do you do?" or, in the case of a friend or acquaintance, "Good evening, Colonel Jones" (or "Sir"), or "It is good to see you again, Mrs. Jones." Because names do not travel well, the guest should repeat his or her name to any person in the line to whom it obviously has not been passed. The receiving line is no place for lengthy conversations with either the hosts or honored guests.

One rule remains unchanged and must not be broken: Do not receive guests or go through a receiving line holding a cigarette or a drink.

RECEPTION

The formal reception is generally scheduled to honor visiting officials to the installation. The reception is also an alternative to an informal hail and farewell.

(See [Social Functions](#), in this chapter, for more information about the hail and farewell.) Probably the most common formal reception is the Commander's New Year's Day reception.

Some points to keep in mind when planning a reception are:

- In addition to flowers and potted plants, decorations generally include the flags of foreign nations whose representatives are guests, as well as, the personal flags of high ranking officials in the line.
- Have a carpet runner laid from the entrance of the room to the end of the receiving line.
- It is thoughtful to provide a nearby settee so that those who are receiving guests may rest occasionally.
- If there is a band, check the acoustics, and discuss the musical selections with the bandmaster.
- Ensure that arrangements are made for photographs.
- Separate the bar and buffet tables to avoid congestion at either end of the room. Have the buffet tables attractively decorated with flowers or a novel center-piece.
- Make sure soft drinks are available.
- A group of junior officials may be stationed at the entrance to the building to greet and escort distinguished guests to the receiving line.
- Have a parking plan to take care of the cars of invited guests.

DISPLAY OF FLAGS

At military receptions and dinners, the custom is to display appropriate national colors and distinguishing flags in the "flag line." Flags also provide an appropriate backdrop to a promotion or award ceremony.

The flag line is centered behind either the receiving line or the head table with the flags arranged in order of precedence. The flag of the United States is always located at the right of the line (the observer's left) regardless of the order or location of individuals in the receiving line. When a number of flags are grouped and displayed from a radiating stand, the flag of the United States is in the center and at the highest point of the group. The order of precedence is the following:

- United States flag.
- Foreign national flags--Usually displayed in alphabetical order (English alphabet).
- State flags--Usually displayed in order of admittance of the state to the Union. However, they may be displayed in alphabetical order. Territorial flags are displayed after the state flags.
- United States Army flag.

- Military organizational flags--Displayed in order of precedence or echelon.
- Personal flags--Displayed in order of rank. For each general officer present, a "star" flag for each grade is displayed, regardless of the number present for each grade.

The flag of the United States is always displayed when foreign national flags, state flags, the United States Army flag, or other organizational flags are displayed or carried. The order of precedence for flags applies to social functions (formal or informal), parades, ceremonies, or office displays.

SEATING ARRANGEMENTS

Proper seating contributes to the success of the event and places guests at ease by eliminating confusion and apprehension. Precedence, based on one's official position or rank, should determine seating arrangements for all social occasions,

At a mixed dinner, seat women according to the rank of their husbands, unless they hold official positions themselves. The rule to remember is the ranking female sits to the right of the host, the ranking male to the right of the hostess.

In completing the table plan, place the second ranking female to the left of the host and the second ranking male to the left of the hostess. This pattern continues until all guests are seated. (See [Figures 5-1](#) and [5-2](#).)

This arrangement works well until tables are set for eight or twelve, or any multiple of four. With this configuration, the host and hostess cannot sit opposite each other without breaking one of two rules: **do not** seat two men or two women next to each other. (The other rule is **do not** seat a married couple next to each other.)

In order to balance the table, the hostess moves one seat to the left, putting her right-hand guest opposite the host. (See [Figure 5-3](#).) As a reverse to the married couple rule, unmarried couples are seated next to each other. (See [Figure 5-4](#).)

The round table, which is very successful for stimulating conversation, may be used for large or small groups. [Figure 5-5](#) shows the seating arrangement for eight.

When you use a head table or speaker's table, the seating arrangement follows the same principles of precedence as shown in [Figure 5-6](#).

When women attend, seat the wife of the host in position number 3, and seat the wife of the guest of honor to the left of the host in position number 2.

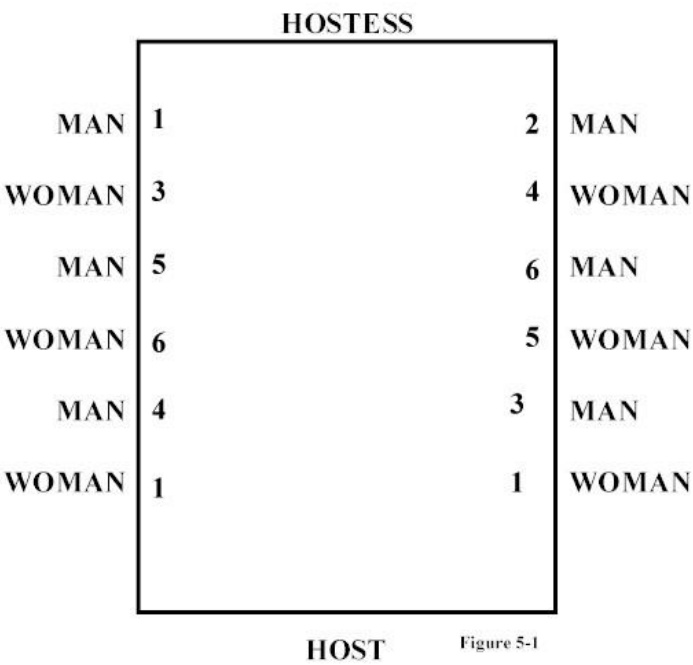


Figure 5-1

Figure 5-1

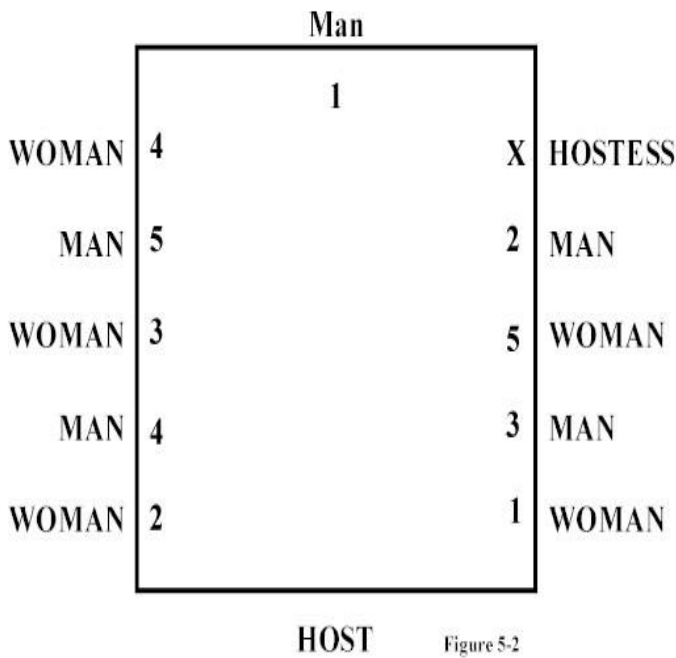


Figure 5-2

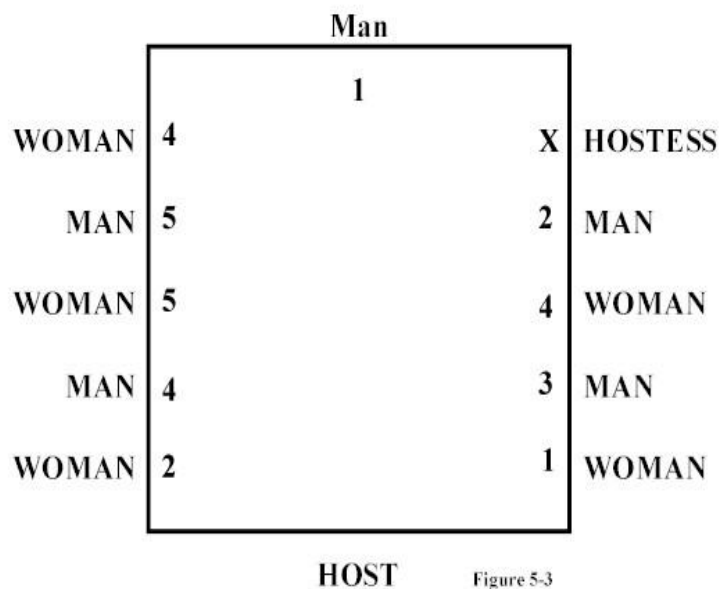


Figure 5-3

Figure 5-3

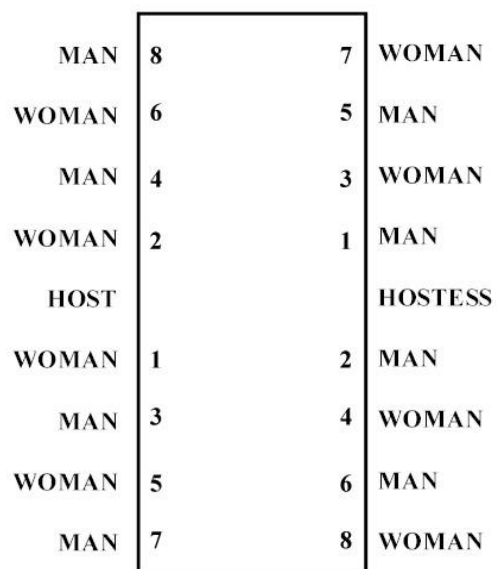


Figure 5-4

Figure 5-4

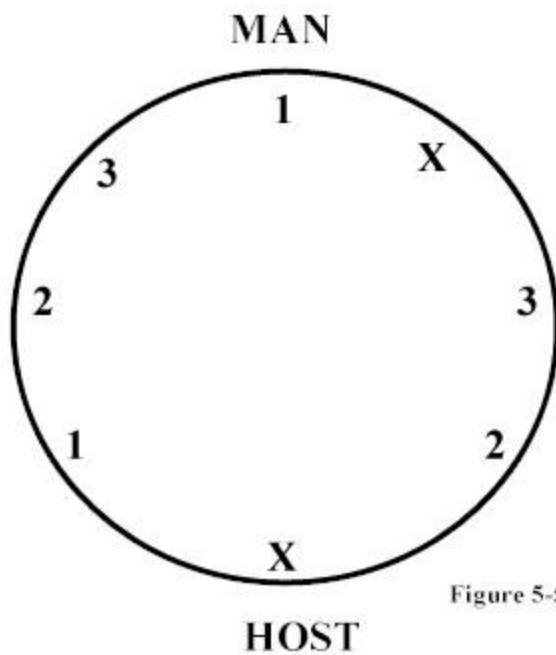


Figure 5-5

Figure 5-5

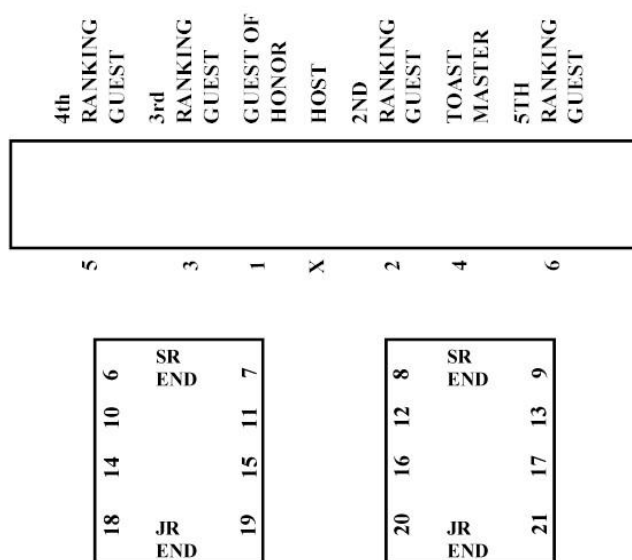


Figure 5-6

Place Cards

Use place cards at all formal and informal dinners. Place cards are generally heavy white cards about two inches high and three inches long. The unit crest may be embossed or stamped in the upper left corner or top center. The title or rank and surname are written in black ink. If two soldiers have the same rank and last name, the first initial is used. Place cards are customarily placed centered above the plate.

Seating Board

For large functions such as a dining-in, display a seating board at the entrance to the dining area to show the seating arrangements for all tables. The seating board eliminates confusion and much wandering around prior to dinner. Guests may find their places on the seating board, move to the receiving line, enjoy greeting other guests, and be seated promptly at the appointed hour. If the group is very large, two or three seating boards may be used. Seating boards must be conspicuous for guests to find but out of the way to prevent crowding the receiving line or pre-dinner festivities.

REFERENCES:

- [AR 600-20](#): Army Command Policy
- [AR 600-25](#): Salutes, Honors, And Visits Of Courtesy
- [AR 840-10](#): Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates
- [DA Pam 600-60](#): A Guide To Protocol And Etiquette For Official Entertainment

TIPS

- When seating for multiples of four in a mixed dinner, the hostess must always move to the left. To move to the right would seat her in the place of honor.
- Place cards may be purchased at most stationary stores. Prorate among all paying guest the expense for place cards, invitations, materiel to make the seating board, dinner for the guest of honor, and so forth.
- Always check the arrangement of flags before guests arrive.
- Schedule a briefing of every unit social function for you commander a few days prior to the event. Give him the opportunity to approve seating arrangements, sequence of events, receiving line, and so fourth.
- Limit the receiving line to 30 minutes.

CEREMONIES ([FM 22-5](#))

YOUR ROLE: *Ensure that ceremonies are conducted correctly, with meaning and dignity.*

The history and tradition of drill and ceremonies go back to Valley Forge in the earliest days of our country. The pomp, circumstance, and precision of ceremonies instill a sense of pride and preserve the tradition of being a soldier. Ceremonies contribute to a positive command climate. Schedule them, and make them meaningful and memorable.

Assist the commander in establishing what functions will be performed at what level, for example, who promotes NCOs or who awards an Army Commendation Medal (ARCOM). Give subordinate commanders as much authority as possible so they can take care of their unit. Your commander need not always award or promote; his presence will reinforce the recognition.

The desires of the honoree are important, so make an effort to fulfill them. The honoree's guests are guests of honor. Make all family members feel welcome in the headquarters and an important part of the ceremony. Record the event with pictures. Establish your own photographic support if external sources are not available. See Appendix H for a ceremony checklist and sample narratives.

Always rehearse formal ceremonies. Prior to rehearsals, always review the sequence of events in detail with the CSM and the S3. Settle differences before you walk onto the rehearsal field. Don't make the troops wait while you rehearse. Before the main rehearsal, the CSM should rehearse the color guard and guidon bearers together.

REFERENCES:

- [AR 600-20](#): Army Command Policy
- [AR 670-1](#): Wear and Appearance of Army Uniforms and Insignia
- [FM 22-5](#): Drill and Ceremonies

STRESS MANAGEMENT

YOUR ROLE: *Help your commander develop a command climate which minimizes organizational stress on unit leaders and soldiers. Control the stress on yourself and assist the commander to reduce the stress in his job.*

Stress is the body's reaction to any threat or change to the status quo. Everyone experiences stress. The intensity and duration vary greatly depending on the events that trigger it and on the way individuals manage feelings.

Identifying the factors, which trigger stress, is important to alleviating or reducing them. While change is constant and necessary in life, individuals must strive to maintain a balance so that as changes occur, they can approach them without going into stress overload.

There is no such thing as a stress-free environment. While most soldiers perceive stress as negative, it has a positive side. Low levels act as motivators that challenge and promote interest.

One reason soldiers often have trouble managing stress is that the body is programmed to maintain equilibrium. In a military environment, this status quo changes at a moment's notice. Stress affects different people in different ways. For some it produces the pain of a tension headache. For others it surfaces in bouts of anxiety or feelings of fear and panic. For many it results in behavioral effects, such as, changes in sleep patterns and appetite. Illnesses are often stress-related.

The following symptoms may be signs of stress:

- Tense muscles.
- Backaches.
- Pounding or racing heart.
- Shortness of breath.
- Frequent anger.
- Frustration
- Increased use of tobacco or alcohol
- Change of personal appearance
- Pounding or Racing Heart
- Irritability and edginess.

There are ways that you and the soldiers in your unit can control stress. Time management is one of the most effective ways. Unit sports, recreational activities, and a good communication network are other ways to enhance the management of stress in the unit.

Individually, you can begin by making a list of the things in your life that you value (e.g., work, financial security, family relationships, recreational activities, success, health and physical well-being, good friendships, spiritual values, achievement, and independence). Rank these values in order of importance to you.

Make a list of your specific goals. Plan activities that combine your values and goals. For instance, if you rank family high on your list of values, an important goal might be to spend more time with them. In order to do this, you may have to change your current activities.

REFERENCES:

- [DA Pam 350-21](#): Family Fitness Handbook

TIPS

- Work with the staff to coordinate unit activities that promote stress management. Get your command and subordinate commanders involved.
- Physical activity reduces stress. Each time you work out, you reduce stress instead of letting it build up.
- Establish routines whenever possible. Realize your vulnerability to all forms of stress.
- Accept the fact that you will fall short of your goals from time to time. Change your goals, if appropriate.
- Use qualified personnel to conduct professional development classes on stress management.
- Monitor the stress level in the unit as you track the quality of life.
- The key in all prevention programs is early detection and intervention before stress levels can lead to stress – related disease or emotional disorders.

HOMETOWN NEWS RELEASE

YOUR ROLE: *Ensure that your unit has a viable hometown news release (HTNR) program. Get the chain of command involved.*

The HTNR program announces to the public the accomplishments of individual soldiers and projects a positive image of the Army and your unit. That image is enhanced when readers see a name or face they recognize. Friends and relatives develop pride in our soldiers and pass these feelings back to them, reinforcing their value to America as soldiers.

The HTNR program is a requirement for your unit, but soldier participation is voluntary. Much of the work involved in preparing the HTNR can be reduced by using a memorandum as your forwarding document and filling in most of the [DD Form 2266](#) for the soldier.

REFERENCES/LINKS:

- [DA Pam 360-3](#): Army Hometown News Program
- [Hometown News Service](#)
- [Hometown Recruiter Assistance Program](#)

TIPS

- Always be positive to commanders and staff about the program, and keep them involved.
- Stress the benefits for the Soldier and the command.
- Use the NCO chain to reinforce and monitor.
- Place a cover memorandum on the computer, and use it.
- S1 section fills out most of DD Form 2266; locally overprint standard information.
- Make the HTNR standard operating procedure for all awards, promotions, schools, and other events.
- Establish unit HTNR coordinators to enhance the efficiency of your program.
- Use logs to track the production of HTNRs by your unit.
- Brief the status at monthly command and staff conferences.
- Stay personally involved in the HTNR program.

UNIT FUNDS

YOUR ROLE: Represent your commander at the installation morale support fund (MSF) meetings. and look after the interests of subordinate units.

Unit morale support funds are generated through the installation nonappropriated fund (NAF) and controlled by the installation morale, welfare and recreation fund (IMWRF).

Management at battalion level is focused on the adjutant. Subordinate commanders will appoint either themselves or other unit members, SSG or above, to act as unit fund manager. This person controls all unit fund property and informs the battalion adjutant of unit needs.

The adjutant conducts unit fund council meetings to identify unit needs and command priorities. This information is then forwarded to the brigade adjutant, who normally serves as part of the IMWRF council, to help identify unit fund requirements.

Exact dollar amounts allocated to unit funds are derived from the unit's average assigned strength over a fixed period of time. The adjutant ensures that accurate personnel strength figures are provided to the IMWRF in accordance with installation policy. When units are under the "one fund concept," budgets are submitted annually, not Quarterly.

NAF property is accounted for as normal unit property. In coordination with the S4, the adjutant ensures that unit commanders have accounted for NAF

property. Then the adjutant must verify that property accountability has been established with the installation central accounting office.

REFERENCES:

- [AR 215-1](#): Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities
- [AR 215-3](#): Nonappropriated Funds Personnel Policy

TIPS

- Plan your monetary request several months in advance.
- Track the amount of money that accumulates in your unit fund.
- Schedule unit funds meetings to ensure that the fund meets the needs of the Soldiers.
- Make sure you have an authorized alternate unit funds officer to carry out duties in your absence.

EDUCATION

YOUR ROLE: *Work with the S3 and the CSM to establish and maintain an aggressive and productive education program.*

Education programs allow soldiers to improve their military skills, learn new ones and continue their civilian education. Through education we assist our quality soldiers to fulfill their goals and build an Army of Excellence.

Minimum and objective educational goals are established for junior enlisted soldiers, NCOs, warrant officers, and commissioned officers.

The Army has established numerous education programs to aid soldiers in improving their educational status. These include:

- Army apprenticeship program.
- CLEP subject examinations.
- Army personnel testing programs.
- Foreign language aptitude and proficiency testing programs.
- Tuition assistance programs.

Help instill a positive command climate in your unit by encouraging soldiers to start their college program while in the Army. None of these programs can succeed without an effective unit counseling program. Every soldier must receive educational counseling within 30 days after arrival at a new duty station.



REFERENCES:

- [AR 621-5](#): Army Continuing Education System
- [Army Education Homepage](#)

OFFICER PROFESSIONAL DEVELOPMENT

YOUR ROLE: Assist Your commander to professionally develop your unit officers. Schedule classes and seminars, and plan future assignments.

The goal of the Army's officer professional development system is to strengthen and fortify the will, character, values, knowledge, and skills of those who lead and support soldiers. Working with the subordinate commanders, your commander provides the opportunity for lieutenants to become fully qualified in branch skills. Together they will teach, coach, guide, develop, advise, and serve as role models. For captains and majors, your commander will work with his boss and the individual officers to provide appropriate development opportunities consistent with unit cohesion.



Fundamental principles of leadership and professional development apply to all officers. All officers must--

- Be professional in skill and character.
- Have a warrior spirit (physically and mentally).
- Master the art of war progressively throughout their career
- As leaders, build cohesive teams by coaching and teaching, and develop a command climate that encourages initiative and satisfaction.
- Be action-oriented in thought process, making timely, sound decisions.
- Develop a broad base of general knowledge.

Another aspect of the system is education. Although military educational opportunities are generally beyond the direct control of your commander, since assignment is determined by HQDA or centralized board selection, he should coordinate the best attendance time based on an officer's professional development needs.

Officers should understand the professional educational opportunities (basic and advanced branch courses, [CAS3](#), and [Command and General Staff College](#)) and the importance of completing each one at a particular time during their professional development.

REFERENCE:

- [DA Pam 600-3](#): Commissioned Officer Development and Career Management
- [Army Of One - Want To Be An Officer](#)
- [Officer Personnel Management Division](#) (OPMD)

NONCOMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT (NCOPD)

YOUR ROLE: Assist the commander and the CSM in developing the unit's NCOs.

An NCO professional development program provides the proper training, education, and experiences at the appropriate time in your NCOs' careers, preparing them for progressive levels of responsibility. The CSM establishes and executes the NCOPD program with assistance from the entire staff.

Professional development is more than branch or other formal school training. Every field problem, training exercise, inspection, and daily experience helps NCOs become better leaders who are more competent in their MOSs and proficient in their jobs. The Army requires skills, knowledge, and attributes of its noncommissioned officers. The following factors, while not all-inclusive, will help your leaders focus on the framework for the Army's requirements for its NCO corps:

- Job proficiency - NCOs must know their jobs before they can develop subordinates.
- MOS competency - In addition to their current jobs, they must know the skills required of their MOSs.
- Basic education skills - NCOs must effectively communicate in writing and speaking and have adequate analytical ability to perform basic mathematical tasks and make sound decisions.
- Training skills - NCOs must be qualified to train their soldiers and mold them into a cohesive team. Closely associated with training is mentoring - sharing knowledge with subordinates.
- Physical fitness - NCOs must be physically fit and set the example.
- Responsibility and accountability - NCOs are accountable for personnel, property, and equipment. A second aspect of this is their accountability for their actions and those of their soldiers.
- Professional attributes - NCOs must conduct themselves with professional attributes such as dedication, discipline, selfless service, integrity, loyalty (to subordinates, superiors, the Army, the country), courage, confidence, aggressiveness, and being prepared to fight.
- Leadership - NCOs must do whatever is necessary to ensure that they are physically and mentally fit to fight, win, and survive in combat.

REFERENCES/LINKS:

- [AR 350-17](#): Noncommissioned Officer Development Program
- [DA Pam 600-25](#): US Army Noncommissioned Officer Professional Development Guide
- [DA Training Circular 22-6](#): The Army Noncommissioned Officer Guide
- [NCOER Resource Page](#)

TIPS

- The CSM is responsible for program execution. He will develop a program to mentor Soldiers on career, professional, and educational opportunities.
- The CSM should schedule monthly classes on professional development, using specific themes and guest speakers from outside the unit and installation.
- Plan your monetary request several months in advance.

ARMY SUBSTANCE ABUSE PROGRAM (ASAP)

YOUR ROLE: *As your commander's principal advisor on soldier morale and welfare issues, assist him to establish and maintain an active and effective ASAP.*

Alcohol and drug abuse oppose traditional military values and degrade sound military order and discipline. In addition, drug usage and abuse violate both military and civil laws. Implementation of the unit ASAP is a command responsibility. Urinalysis testing and other mandated actions allow commanders to identify drug users.

The objectives of ASAP are as follows:

- Free the Army of drug and alcohol abuse.
- Restore to effective duty military and civilian employees affected by drug or alcohol abuse.
- Identify those individuals who are rehabilitative failures, and separate them from the service.

Soldiers identified as alcohol abusers have the opportunity of rehabilitation through ASAP. The goal is to restore the soldier to duty. If the soldier exhibits limited potential for further military service, he may be separated from the service.

Enlisted soldiers from PV1 to SPC identified as drug abusers are given the opportunity of rehabilitation through ASAP. If the soldier is retained and is later identified with subsequent drug incidents, he may be immediately processed for separation.

Any noncommissioned, warrant, or commissioned officer identified as a drug abuser is immediately processed for separation from military service. No rehabilitative efforts are pursued.

Any soldier involved with the distribution, trafficking, sale, or use of illegal drugs is eligible for disciplinary actions under the Uniform Code of Military Justice. The soldier may be processed for separation due to the soldier's own misconduct.

REFERENCES:

- [AR 600-85](#): Army Substance Abuse Program (ASAP)
- [AR 635-200](#): Enlisted Personnel
- [DA Pam 600-85](#): Army Substance Abuse Program Civilian Services
- [Army Center For Substance Abuse Program](#)
- [Alcohol And Drug Control Officer Guidebook](#)

TIPS

- Commanders must aggressively support the program. Announcing health and welfare inspections can help identify abusers.
- Help company commander develop long-range plans for testing and

- inspection in their units.
- Establish a unit education program to deglamorize the use of alcohol.
 - Maintain the ASAP statistics for the commander.
 - Monitor the urinalysis test results closely, and keep the statistics.
 - Monitor your unit's rehabilitative transfer program.
 - Ensure that urinalysis tests are conducted in accordance with the regulation.
 - Make sure that quotas are allocated and used.

ARMY SAFETY

YOUR ROLE: Implement your commander's safety program. Having a viable safety program enhances unit readiness.

Safety is the conservation of our resources, both soldiers and equipment. It is essential in wartime as well as in peacetime. Statistics show that one out of every five casualties from World War II and in Vietnam was the result of an accident. Accordingly, safety considerations deserve priority in your unit's daily activities and training programs.

You cannot view realistic combat training and the requirement for safety separately. Make safety a part of training, and don't regard it as a hindrance. Effective, realistic, and safe combat training is possible.

AWARDS PROGRAMS

To increase the emphasis on your safety program, establish a safety awards program. By providing incentives for safe acts (or lack of accidents), you will substantially increase the soldiers' motivation to perform safely.

Review your safety awards program. Determine if the following incentives for safe acts or practices are being used:

- Certificate of achievement.
- Wall plaques.
- Engraved desk sets.
- U.S. savings bonds.
- Exemption from duty rosters for a specified period.
- 72 or 96 hour passes.
- Safe driving awards (e.g. no DUIs or DWIs for 100 consecutive days.)
- Special unit awards for accident-free periods.
- Awards for the best safety suggestion of the month and Quarter.

Regardless of the types of incentives used, ensure that all soldiers are aware of the Army Safety and Occupational Health standards and your unit safety awards program. One way to emphasize the program would be for your commander to present safety awards at a monthly awards ceremony.

SAFETY COUNCIL

As the unit safety administrative officer, you cannot operate the safety and occupational health program alone, nor are you expected to know all the safety measures for all the jobs, operations, and activities in the unit. By establishing a safety and occupational health council, you will include expertise in each of the major areas of safety management required for your unit.

To signify command interest in safety, your commander should personally select the council members from a list you prepare. The council should have no more than one member from each activity. Include on your list at least the following:

- Battalion commander as president.
- S1 as recorder.
- One member from each activity or unit.
- Battalion maintenance officer.
- Aviation maintenance officer.

SAFETY INSPECTIONS

One of your responsibilities is to conduct safety inspections. Determine what is going well rather than how many things are wrong, and be sure to follow up to ensure that deficiencies are corrected. When planned correctly, inspections will:

- Detect unsafe conditions and practices.
- Help to "sell" the safety program to everyone.
- Get people in the habit of routinely inspecting their work areas and work practices.
- Detect deficiencies in the management of the safety program.
- Encourage the development and use of procedures for channeling recommendations for corrective action.

MATERIALS AND REFERENCES

The following materials and references should be immediately available to you as part of your safety program.

Materials

- Safety officer appointments.

- Safety council appointments and meeting minutes.
- Unit safety inspection checklists and results.
- HQ safety inspection results and responses.
- Unit safety SOPs, safety annexes, etc., (your headquarters, one echelon down, and all headquarters above).
- Accident reports.
- Safety letters, memos, bulletins, etc.
- Safety suggestions and hazard reports.
- Local safety regulations and guidance.

References:

- [AR 40-5](#): Preventive Medicine
- [AR 385-10](#): The Army Safety Program
- [AR 385-40](#): Accident Reporting and Records
- [AR 385-55](#): Prevention of Motor Vehicle Accidents
- [AR 385-62](#): Regulations for Firing Guided Missiles and Heavy Rockets for Training, Target Practice, and Combat
- [AR 385-63](#): Policies and Procedures for Firing Ammunition for Training, Target Practice, and Combat
- [AR 385-64](#): US Army Explosives Safety Program
- [AR 385-95](#): Army Aviation Accident Prevention
- [AR 420-90](#): Fire and Emergency Services
- [AR 600-55](#): The Army Driver and Operator Standardization Program (Selection, Training, and Licensing)
- [DA Pam 385-1](#): Small Unit Safety Officer/NCO Guide
- [DA Pam 385-5](#): Fundamentals of Safety in Army Sports and Recreation

TIPS

- Maintain a safety book.
- An effective safety program is a direct result of involved unit leadership and caring for Soldiers.
- Conduct safety inspections regularly. Beware of systemic problems throughout the unit.
- Ensure that your commander is appointed the unit safety officer and you are appointed the unit safety administrative officer.
- Involve NCOs in the unit safety program, to include safety counsels.
- When a new Soldier joins the unit, ensure that the commander briefs him on safety and the role he is expected to play. If the commander says safety is important, it will be important.

CHAPTER SIX

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FAMILY CARE PLANS

YOUR ROLE: Monitor the status of sole parents and married service couples. Help company commanders fulfill their responsibilities and make sure the S1 section is assisting them.

Soldiers are required to be available for worldwide assignment and deployment on short notice. They must also be available for TDY, guard and staff duty, and field training. At the same time, they must make the necessary arrangements to care for their family members during their absence. This is difficult for single soldiers and married service couples with a family.

Enlisted soldiers and officers must be counseled by their commander if they fall into one of the following categories:

- Single soldier with family members.
- Married service couple with family members.

After counseling, soldiers in your unit must submit family care plans if they are-

- Married to another soldier and have children under 18 years of age or have responsibility for the care of family members who are unable to care for themselves regardless of age.
- Sole parents or sole guardians of children under 18 years of age.

The commander then approves the family care plan. If the plan is disapproved, a bar to reenlistment is initiated. Involuntary separation proceedings are initiated when parenthood interferes with military responsibilities.

A review of all family care plans may be done by the company commander to support POM ([AR 220-10](#)) or EDRE preparedness. Completed family care plans are reviewed annually by the company commander and are filed in the 51 section. A sample family care plan policy memorandum is in Appendix L.

REFERENCES:

- [AR 600-20](#): Army Command Policy
- [AR 614-30](#): Overseas Service
- [AR 635-200](#): Enlisted Personnel

NONCOMBATANT EVACUATION OPERATIONS (NEO)

YOUR ROLE: *Ensure that your unit is ready to execute NEO when required. Assist the S3 with the planning and execution.*

NEO affects the morale of soldiers about to go into combat, since the safety of his family is the soldier's overriding concern. Each overseas command has its own policies and procedures for noncombatant evacuation. You must know their policies and apply them in your unit.

NEO is a highly emotional and political issue for units stationed overseas. Planning is critical for confidence in the program. Make sure that all forms are on hand for NEO processing. It's too late once an exercise or actual operation has started.

Assist the S3 by ensuring that personnel responsible for execution, including alternates, are appointed and have received proper training. Ensure that all personnel, including family members, receive briefings and participate in annual exercises to the maximum extent possible. Successful execution of NEO will be a combat multiplier for your unit.

REFERENCE:

- [AR 525-12](#): Noncombatant Evacuation

TIPS

- Family care plans for Soldiers should match their NEO documents.
- Disposition of pets is extremely sensitive.
- Stress the completion of property inventories, and maintain duplicates.

LEGAL ASSISTANCE

YOUR ROLE: *Ensure that soldiers and their spouses know what services the legal assistance and claims offices provide. Incorporate the legal assistance office in POM ([AR 220-10](#)) procedures.*

The legal assistance office helps keep your unit combat ready. Services for soldiers and their family members include advice on the current state of the law, preparation of correspondence or documents, notarizations, referrals, and coordination with other offices and agencies.

Most family-related assistance comes from the legal assistance office. Assistance includes--

- Domestic relations--marriage, divorce, legal separation, annulment, custody, paternity, division of property, alimony, child support.
- Wills and estates.
- Adoptions and name changes.
- Guardianship.
- Pre-adoptive medical care authorizations (AR 40-3).
- Nonsupport and indebtedness.
- Involuntary allotments and garnishment (Uniformed Service Former Spouses' Protection Act).
- Taxes (such as tax aspects of separation and divorce).
- Landlord-tenant relations.
- Consumer affairs.
- Civil suits.
- Temporary restraining orders.
- Naturalization and citizenship.
- Soldiers' and Sailors' Civil Relief Act.
- Insurance.
- Power of attorney.
- Survivor benefits.
- OER/NCOER appeals.

Personnel eligible for services of a legal assistance officer are active duty personnel, their family members, unmarried widows of active duty personnel,

retired personnel and their family members, U.S. civilian personnel (DOD or State Department) and their family members in overseas assignments, and allied service personnel and their family members while serving in the United States.

No active duty legal assistance officer or civilian attorney employed by the U.S. government, on or off duty, may charge a fee to any eligible person for any service rendered.

The legal assistance office provides command support for mobilization and emergency deployment readiness exercises. This consists of assisting soldiers with preparing wills and powers of attorney and counseling on the Soldiers' and Sailors' Relief Act.

Legal assistance officers may also help officers who are conducting an Article 32 investigation. This function is normally performed by the administrative law section of the SJA office. Article 32 investigating officers are often unfamiliar with their new duties and the mechanics of conducting the hearing and preparing the report. The SJA should ensure that each investigating officer receives an informal briefing and is issued a copy of [DA Pam 27-17](#) before he conducts the first hearing.

This briefing is given by an SJA officer who will not participate in the case and who has no prosecuting duties. The briefing may not impinge on his impartiality or contain unlawful command influences. The investigating officer is also informed that if the government is represented by counsel at the hearing, the government counsel should be afforded a reasonable opportunity to question the witness(es) and an equal opportunity to make legal arguments.

TIPS

- Include legal assistance in your family support group and meetings.
- Ensure that new soldiers and their families know where the legal assistance offices are located.
- Ensure that will and powers of attorney are a part of the POM packet.

Other family-related assistance is provided through the claims office. Assistance includes--

- Claims of loss or damage to personal property during household goods shipment.
- Claims for theft or vandalism on government property.

REFERENCES:

- [AR 27-3](#): The Army Legal Assistance Program
- [AR 27-10](#): Military Justice

QUALITY OF LIFE

YOUR ROLE: Visit as many of the quality of life (QOL) agencies as possible. Determine if these facilities meet the needs of the soldiers and their families. Make sure your soldiers and families know all the services that are available to them. If they're not using them, find out why.

Quality of life encompasses nearly every agency on post and is measured by how well these agencies take care of your soldiers and their families. Monitoring the status of QOL and reporting your findings to your commander can help him maintain a positive command climate.

There are many areas involved with QOL. Each installation will be different, but the following list of agencies and services can be found on almost every installation. How well they provide for the soldier can have a big impact on unit morale. Some of these agencies are--

- Post exchange, commissary.
- Gas station, garage.
- Post office.
- Medical and dental facilities.
- Chapels.
- Library.
- Recreation center.
- Arts and crafts center.
- Dining facilities.
- Day rooms.
- Installation in-processing center.
- Theaters.
- Ticket office.
- Club system (officer, NCO, enlisted).
- Physical fitness facility.
- Child development center.

REFERENCES/LINKS:

- [AR 215-1](#): Morale, Welfare and Recreation Activities and Nonappropriated Fund Instrumentalities
- [AR 215-3](#): Nonappropriated Funds Personnel Policy
- [DA Circular 608-01-1](#): Better Opportunities for Single Soldiers Program
- [DA Form 7380-R](#): Installation Quality of Life Issue

TIPS

- Ask your Soldiers and their families what facilities they like, don't like, and why. Make suggestions for improvements; don't criticize.
- Get your boss on board with QOL.
- Serve on advisory boards and committees as time permits.

FAMILY SUPPORT GROUPS ([DA Pam 608-47](#))

YOUR ROLE: *Monitor the family support groups (FSGs) for your commander, and assist his spouse with the unit's families. Involve all the support agencies you can think of in your FSG meetings and planning.*

During periods of nondeployment, the FSG provides a support and communication network for families and prepares them for the soldier's absence during deployment. It takes care of the families while the unit is deployed.

The principal purpose of an FSG is to enable a unit's family members to establish and operate a program through which they can effectively gather information, solve problems, and maintain a system of mutual support. FSGs have the potential for improving a unit's readiness and combat power while also lowering the "costs" associated with caring for unit family members.

A critical factor in starting an FSG is the genuine concern of family members and their willingness to participate. Of equal importance is the support and cooperation of the unit's chain of command.

FSG GOALS

The goals of an FSG are-

- To become an essential part of the family support system (which includes unit activity day, unit family briefings, and family meals in the dining facility from within the same battalion/company organization).
- To reduce social isolation among family members especially in the junior enlisted ranks.
- To enable the members to provide each other with mutual support.
- To assist the members in gathering important information and resources more efficiently and effectively.
- To establish a real sense of community among soldiers and their family members.

- To enhance the military family members' feelings of belonging, control, self-reliance, and self-esteem.

Some initial goals are necessary to start an FSG, but the program should be flexible and able to adapt to changes as they occur. Programs should be tailored to the needs and wants of family members of the unit. Occasionally a reevaluation or readjustment of goals may be necessary.

Success of any FSG depends on family members interacting with each other and with unit representatives on a regular basis. This interaction creates the network that identifies and helps solve family concerns and issues.

By managing an FSG and interacting within a unit, family members actually become an important and integral part of that unit's activities. Family members should be given the opportunity to belong, to make significant contributions, and to fill significant and satisfying roles within their community.

An FSG IS NOT any of the following:

- Psychiatric treatment activity.
- Hotel for misplaced persons.
- Mother or father for those not yet fully mature.
- Answering service.
- Taxi or bus service.
- Loan or welfare agency.
- Monthly philanthropic or entertainment group.
- Private club, friendship club, or any other kind of club.
- Union for family members.
- Special interest, feminist, or activist organization.
- Craft, activity, or recipe-of-the-month workshop.
- Mechanism for enhancing social obligation or class.
- Mechanism for eliminating social class systems.
- Religious activity.

This does not mean that the FSG should avoid activities or issues that are implied in the above listing. The listing is to emphasize the communication support network necessity of maintaining perspective in relation to the purposes, goals, and limitations of an FSG.

FSG Components

FSG components include FSG representatives, a communication network, unit links, and a structured organization.

FSG Representatives

FSG representatives play an important part in establishing and maintaining the FSG. They should be interested, active, and capable family members who fill leadership and staff roles within an FSG. Operating at both the battalion and company level, FSG representatives are vital elements for the communications support network.

Communication Support Network

A communication support network is the most important component of a basic FSG. It provides outreach to all family members, reduces social isolation, creates a sense of communal support, and helps family members identify, address, and resolve issues important to the organizational community and its family members. The parent military unit facilitates, helps manage, and enhances the communication support network.

The network is simple in structure and in process. It is operated by family members, called contact people, who are the central reference for the information flow. A contact person forms a communication support circle to link six to ten other family members. Being a contact person is a tough job at times, and good volunteers are needed.

Unit Links

An FSG must have an adequate link to its associated military unit to provide information and support. This is the "formal" relationship between FSG representatives and their military unit's representative. The following military links are important to an FSG:

- Unit commander - Without a commander's active support, an FSG would not exist. However, this link does not require a great deal of time between a commander and FSG representatives. It is enough that a commander approves of the FSG activities and is allowed access to meet with FSG representatives when needed.
- Unit information systems - Military units are important sources of information for FSGs. The reverse is also true. It is important that FSG representatives and unit representatives, such as CSMs, 1SGs, cas, XOs, adjutants, and chaplains develop appropriate working relationships, in order to establish an efficient information exchange system.

(Caution: The exchange of information between an FSG and the military unit can be a sensitive matter. Therefore, it is vitally important to both FSGs and military units that very careful methods of control are exercised over this information exchange.)

- Unit facilities - Access to a meeting place within the unit is the most important facility link. Chapels, dining facilities, and unit day rooms are the most accessible meeting places within the unit. Access to reproduction capabilities for official newsletters can greatly assist communications, organization, and support within FSGs.
- Unit assistance resources - Units have influence and personnel (e.g., chaplains and doctors) who help FSGs resolve family problems and concerns.

Structured Organization

A structured organization is required to establish, operate, and maintain a successful FSG. This structure allows family members to:

- Effectively and efficiently support and inform each other.
- Activate, utilize, and coordinate many installation resources (e.g., ACS, recreational services).
- Ensure the continued and consistent operation of FSG support networks.
- Create stable roles, responsibilities, and procedures within the FSG so that family members and military representatives can communicate effectively.

IMPLEMENTATION

There are many ways of internally organizing FSGs. The model offered is a basic organization that has worked well. FSGs are usually organized at several levels with each level having particular roles and activities.

Battalion Level

Representatives at this level organize into a central management circle and other functional committees to perform such functions as:

- Planning, activating, and coordinating overall FSG support.
- Addressing family member concerns appropriate at FSG battalion level.
- Forming military links at battalion level.
- Transferring pertinent information to company representatives.

Battalion-level FSG representatives provide interface between unit family members and battalion-level military representatives. They gather information and manage the FSG activities. Frequency of meetings is determined internally.

Committees may be formed at this level to address specific FSG responsibilities or tasks. A committee may be formed to publish and distribute an

FSG newsletter or to provide coordination and support to company representatives.

At a minimum, a battalion-level FSG representative should communicate with all principal small-unit FSG representatives at least once every two weeks to provide support, ensure the continuation of activities, and exchange family member information and concerns.

Company Level

These participants are the company level FSG representatives who organize into a company level management circle. They usually meet once a month prior to the battalion-level FSG meeting. This circle is responsible for:

- Ensuring the operation of the company-level FSG communication support network.
- Coordinating its activities with the battalion-level FSG.
- Forming a link with the company-level military unit.
- Initiating supportive actions appropriate at this level.
- Referring family members' concerns and activities to battalion-level representatives as needed.

One or two volunteers are designated to become the principal company-level FSG representatives. Their responsibilities include:

- Communicating with each contact person at least once every two weeks to ensure that contact within support circles is being maintained and to transmit information and family concerns.
- Assisting contact people to address family members' concerns and refer appropriate concerns to the battalion-level FSG.
- Establishing and maintaining the military link at the company level and exchanging pertinent information with company military representatives.

Contact Level

Individual family members are organized into support circles of six to ten family members with one volunteer acting as the contact person in each group. These support circles should generally follow the organizational groupings of the associated military unit; however, they should not attempt to follow their military spouses' rank structure.

The contact person is responsible for maintaining at least a minimum level of contact with the support circle - one telephone call or visit to each of the support circle family members at least once every two weeks. This reduces social isolation and reassures family members that they have a support, communication, and information system.

The contact person is responsible for distributing family member information to the support circle members. He is also responsible for identifying family member concerns from within a support circle and either initiating action to resolve them or referring the concerns to other more appropriate levels.

The contact person may also be responsible for soliciting volunteer assistance from within the support circle. In a crisis situation, a contact person can stop rumors, provide information, and reduce stress.

Benefits

Brief families before deployment to explain the mission's nature and justification and to describe support to be available during the deployment. Don't make promises (for example, about mail delivery) which may be impossible to keep later. Allow time and opportunity for discussion of family questions and concerns. Expect some children to have difficulty adjusting to a parent's absence. Have mental health personnel conduct meetings to discuss these normal reactions and suggest ways to manage them.

Appoint a rear detachment commander willing and able to deal with family problems, and give him adequate staff to do so. See that the commander has excellent relations with the chaplain and mental health personnel for managing complex problems.

Establish a voluntary spouses' communication and support network before the deployment. Run it as an outreach program to encourage participation by shy or depressed spouses. Give the responsibility to the most enthusiastic volunteers available, regardless of the soldiers' ranks.

To prepare for a family separation, certain actions should be taken. These are some suggestions for your families:

- Have a set of your spouse's car keys.
- Have all important telephone numbers which you may need in case of an emergency.
- Know where your family's medical records are kept.
- Know the various financial obligations your family has, and budget accordingly.
- Know what monthly payments are due and where and how they are paid.
- Know how to receive your spouse's monthly pay check. Consider using Electronic Funds Transfer (also known as Direct Deposit).
- Know what security precautions to take when your spouse or entire family leaves home for an extended period.
- Make contact with or know of others who can help you if the need arises.

- Have your spouse prepare a general power of attorney and will if they are not already on hand. The legal assistance office will help you.
- Make sure your family's ID cards are current.

Military Support During Deployment

Reinforce efforts of the rear detachment and spouses' network by ensuring access to resources needed to sustain family support functions.

Maintain the flow of accurate, timely information from official and informal sources to families. Use a newsletter, the spouses network, and the rear detachment to distribute information on mission progress, soldiers' well being and anticipated return, rumors, support resources, and the families themselves. Give attention to gathering information from, and getting it to, off-post and out-of-town families.

Family Reintegration After Deployment

Prepare information on the problems of family reunion to be expected after redeployment, and get the information to families and soldiers in advance of reunion. Maintain support mechanisms for a time after the return of soldiers to home station to assist in managing reunion problems.

REFERENCES:

- [FSG Leaders' Handbook](#)
- [AR 608-1](#): Army Community Service Center
- [DA Pam 352-5](#): The Army Family - A Partnership
- [DA Pam 608-28](#): Handbook on Volunteers in Army Community Service
- [DA Pam 608-44](#): Army Community Service Staff Handbook for Assisting Bicultural Military Families

TIPS

- Try to devise innovative ways to get the families to attend your FSG meetings. Find a suitable location such as the unit chapel. Encourage Soldiers to attend with their families.
- Don't forget your sole parents. They especially need to be part of the FSG. Suggest that they bring the designated care person for the child(ren).
- A sample family support for unit deployments is in Appendix K.

- Don't forget to thank key people.

MARRIAGE OVERSEAS, CITIZENSHIP, AND PASSPORTS

YOUR ROLE: *Be familiar with U.S. government and local policies governing marriage overseas. Passports, and citizen ship. Be prepared to render assistance to your soldiers and family members.*

These programs involve your soldiers whether the unit is overseas or in CONUS. The welfare of your soldiers and their families depends on the assistance you provide for preparing and processing all required documentation.

MARRIAGE OVERSEAS

All soldiers desiring to marry overseas must obtain written authorization by the appropriate approval authority even if the intended spouse is a U.S. citizen. Applications to marry other U.S. citizens will be approved. Generally, all applications to marry foreign nationals will be approved provided that:

- The intended alien spouse will not be barred from entry to the U.S. through inability to meet statutory physical, mental, or character standards.
- The soldier has demonstrated financial ability to prevent the alien spouse from becoming a public charge.

Prior to receiving authorization to marry, medical examinations and investigations are required of each alien intended spouse and all family members who will be residing with the soldier. Encourage applicants to seek premarital advice and counsel of a military chaplain before making final plans for marriage.

Local policy will dictate the required documentation and necessary steps for application to marry an alien.

NATURALIZATION AND CITIZENSHIP

Aliens who have served in the U.S. Armed Forces or alien family members of U.S. citizens may apply for naturalization by filing a petition at the nearest [Immigration and Naturalization Service](#) (INS) office provided they meet all statutory criteria.

After the application has been processed, the alien, with two citizen witnesses, must appear for examination before an Immigration and Naturalization

service officer to file petitions in court. Finally, the applicant must appear before the court on a date set by the court so that he may be admitted for citizenship.

During January of each year, all aliens in the United States, including those serving in or accompanying the U.S. Armed Forces, must furnish their address to the [Immigration and Naturalization Service](#). Each alien must also notify the Service in writing of each new address or change of address within 10 days. Each alien who is 14 years of age or older and who remains in the United States for 30 days or more must register and be fingerprinted within 30 days. This includes aliens serving in or accompanying the U.S. Armed Forces.

Before departing the U.S., most aliens must obtain a "Certificate of Compliance" which certifies that they have paid all federal taxes due and gives the termination date of the taxable period. The certificate should be obtained at least two weeks before departure, but not earlier than 30 days before departure.

Soldiers whose children are born overseas should normally register the birth within 24 hours and preferably no later than 10 days after the birth. The Hospital Report or Certificate of Live Birth (DS-1350) must be forwarded to the citizenship office. The Department of State [Form FS 240 \(Report of Birth Abroad of a Citizen of the United States of America\)](#) must be prepared in duplicate, signed by the parent who is a U.S. citizen, and authenticated by the appropriate authority. To complete all citizenship actions at once, application for a passport in the child's name or for inclusion in a parent's passport should accompany the FS 240.

The Certificate of Citizenship is separate and apart from the FS 240. Failure to apply for or obtain a Certificate of Citizenship does not change in any way the citizenship status of the child. It is proof he can present whenever anyone raises any question about his citizenship. Experience has shown that children with this certificate are able to use it successfully in all situations requiring proof of citizenship. Therefore, parents are strongly urged to apply for it upon their return to the United States.

PASSPORTS

All soldiers traveling overseas on official business to a country requiring a passport and all command-sponsored family members will obtain separate no-fee passports. This applies regardless of the destination and age of family members.

Soldiers should submit passport applications to the designated passport agent not later than 14 days after their interview at the MPD. Family members should submit their applications within 14 days after the soldier elects to serve a "with dependents" tour and the [DD Form 1056](#) is issued.

REFERENCES:

- [US Department of State](#)

FAMILY HOUSING

YOUR ROLE: *Ensure that all sponsors actively assist incoming soldiers to obtain transient and permanent quarters. Provide off-post housing information in your welcome packet. Make family housing a key element of the sponsorship program.*

Finding suitable housing is a tremendous burden on the incoming soldier and his family. The caring and assistance that the sponsor and chain of command provide enhances morale and helps maintain a positive command climate.

Government-controlled family housing includes on-post owned and off-post leased units. Soldiers, SPC and above, with two years' service or more may occupy government-controlled family housing if they have accompanied, bona fide family members.



Assignment and termination policies are contained in [AR 210-50](#), Family Housing Management. Basically, all eligible soldiers are placed on waiting lists by grade category and family size in accordance with an established eligibility date. This is normally the date they departed the previous duty station. Exceptions are incumbents of key essential positions and soldiers returning from family-restricted tours. Family quarters are normally terminated when the soldier departs the installation on a permanent change of station (PCS).

The most common exceptions are the following:

- Sponsor departs on restricted tour.
- Sponsor receives deferred travel to overseas area.

- Sponsor is transferred to new duty station with TDY enroute where orders do not authorize movement of household goods.

Unaccompanied personnel housing ("bachelor housing") includes permanent party and official visitor (TDY) accommodations. Another category of accommodations is guest housing (GH). The term "transient quarters" depicts all temporary accommodations (e.g., TDY and GH facilities). All have different assignment priorities, sources of funding, and adequacy standards.

All soldiers (with or without family members) are authorized assistance from the Housing Referral Service (HRS). The HRS program provides free, personalized, and convenient service to assist soldiers in locating suitable off-post housing. Duties of the Housing Referral Office (HRO) include:

- Obtaining listings of nondiscriminatory housing (rentals and sales).
- Inspecting new listings for adequacy, fluoridating, and accessibility to support facilities.
- Providing off-post information to customers (e.g., bus service, schools, and other support facilities).
- Receiving and resolving landlord/ tenant complaints.
- Maintaining continuous liaison with housing agents in the community to obtain new listings and encourage open housing for all soldiers.

Since approximately two of every three Army families must reside off post, HROs provide valuable housing assistance, especially in overseas areas where waiting periods are lengthy and adequate off-post accommodations are difficult to obtain.

REFERENCES:

- [AR 210-50](#): Housing Management
- [DA Pam 210-2](#): Handbook For Family Housing Occupants
- [Virtual Army Community Service Center](#)
- [Defense Manpower Data Center](#)

AMERICAN RED CROSS

YOUR ROLE: *Make sure your soldiers and families know what services are available from the Red Cross. Give your company commanders and first sergeants information about the local Red Cross and how it can help their soldiers.*

The American Red Cross provides counseling in the areas of personal affairs and family problems and helps in any emergency. Financial assistance is available to soldiers and their families in cases of emergency needs and for the

resolution of problems resulting from lack of funds. Emergency needs are those which are urgent and require immediate attention. American Red Cross loans are interest-free. If there is no capacity to repay without hardship, a grant may be considered.

The American Red Cross often obtains verification of emergency situations for leave purposes; however, decisions regarding leave are entirely controlled by the military authorities.

REFERENCE:

- [AR 930-5](#): American National Red Cross Service Program and Army Utilization
- [Search For Nearest American Red Cross](#)

TIPS

- Introduce yourself to the local Red Cross director, and learn what the agency can do to help your unit.
- Include the Red Cross in your FSG meetings and plans.
- Make sure your installation Red Cross office knows the nearest Red Cross office at your unit's deployment location and has POC numbers for that office and your unit.

ARMY COMMUNITY SERVICES (ACS)

YOUR ROLE: Learn what programs ACS offers your soldiers and families. and provide liaison between your unit and ACS.

ACS provides information, assistance, and guidance to members of the military community to help them resolve personal and family problems which are beyond their own resources. ACS coordinates all sources of assistance and is equipped to handle most of the problems a soldier or his family might have. If ACS does not have the resources, it will find an agency that does.

Services provided by ACS are the following:

- Financial management programs (budget counseling, debt liquidation services, consumer education and protection).
- Establishment and maintenance of files describing Army, Navy, and Air Force installations worldwide.

- Maintenance and operation of a lending closet of basic household items, baby furniture, and kitchenware for the use of arriving and departing families.
- Assistance with emergency family problems including rape, spouse abuse, and marriage counseling.
- Provision of personal or telephonic information about on and off-post social service agencies.
- Publication of a quarterly bulletin concerning the activities of the military and civilian community.
- Location and identification of services for handicapped children in the local community and around the world.
- Provision of information, assistance, referral, and follow-up service.
- Assistance with loans and grants for emergencies to include initial rent and deposit through Army Emergency Relief (AER).
- Emergency food locker for needy families. Those needing more than a three-day supply are referred to American Red Cross, AER, or Operation Helping Hand.
- Child abuse prevention information and referral.
- Welcome service to incoming personnel including issuance of welcome packets upon request.
- Military and civilian social welfare liaison.
- Home and unit outreach visits for problem resolution.
- Child and adult protection service.
- Community Volunteer Corps support program.
- Rape Prevention and Reaction program.
- Big Buddy program.
- Food stamps and women and infant children program information.
- Adoption service.
- Family member employment assistance.

REFERENCES:

- [Virtual ACS](#)

TIPS

- Invite the ACS to your OPD and NCOPD classes to inform your leaders on assistance available at your local ACS.
- Include ACS in FSG sessions.

CHILD DEVELOPMENT SERVICES

YOUR ROLE: *Distribute information to your soldiers and families about child development services on your installation.*

Child Development Services provides center-based, quarters-based, and supplemental child care designed to reduce the conflict between parental responsibilities and unit mission requirements. Child care programs can positively influence the job performance of soldiers.

Military families often do not have the stability of an established neighborhood or the proximity of relatives to allow for constant and reliable child care. Off-post civilian programs are often inaccessible and expensive and have limited operating hours. Many of them lack programs for infants or toddlers, have no hourly services, or have long waiting lists. Off-post family child care homes, unless part of the Army's "Quarters Based Child Care," are often not licensed or certified and not monitored for health, safety, and quality of service factors.

Child Development Services provides Quality child development options that support child rearing responsibilities of parents. The objectives of child development programs are to:

- Contribute to the quality of life and well being of families with young children.
- Support unit readiness by reducing lost duty time due to conflict between parental responsibilities and unit mission requirements.
- Support parental child-rearing responsibilities by providing developmentally appropriate care options for children.
- Support Army families in their efforts to obtain accessible quality child care when a second income is required.

REFERENCES:

- [AR 600-20](#): Army Command Policy
- [AR 608-10](#): Child Development Services
- [AR 614-30](#): Overseas Service

TIPS

- Contact your installation Child Development Services office.
- Obtain and distribute information about installation child care facilities.
- Visit installation child care facilities.

CHAPTER SEVEN

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S1 IN COMBAT

YOUR ROLE: Ensure that critical military personnel functions are accomplished accurately, smoothly, and efficiently for success on the Battlefield.

The efficient execution of all deployable military personnel functions is important to the long-term success of the military personnel system on the battlefield. These deployable functions form an integrated support system that sustains the fighting force. The personnel estimate is the primary vehicle to convey the status of military personnel functions to your commander.

A number of critical deployable military personnel functions deserve special attention. Not only are they critical to success on the battlefield, they are tightly interconnected. The connection between critical functions can be viewed from a hierarchical perspective. The most important battlefield function is at the top supported by a number of functions in the following sequence:

- (1) Replacement operations.

- (2) Strength management.
- (3) Personnel accounting and strength reporting.
- (4) Casualty management.
- (5) Personnel data base management.
- (6) Personnel information management.
- (7) Postal operations.

A more detailed description of each personnel function is in [Chapter 3](#).

OVERVIEW OF FUNCTIONS

Military personnel leaders should understand the parameters of the inter-connected functions, the relationships that exist among them, and how they fit together to manage combat-essential personnel information.

REPLACEMENT OPERATIONS ([AR 600-8-111](#))

Replacement operations include the coordinated support and delivery of replacements and return-to-duty (RTD) soldiers. It includes orders issuance, personnel accounting, logistical support, processing, and transportation. It depends on the strength management function for information on where to deliver replacements and RTD

STRENGTH MANAGEMENT

Strength management assesses an organization's combat power, plans for future operations, and assigns replacements on the battlefield. It predicts the need for replacements and provides a mixture of individuals and small units. Strength management includes the techniques and decision-making process used to allocate replacements and assess the combat capabilities of units from the personnel perspective.

It depends entirely on the personnel accounting and strength reporting (PASR) function to provide critical strength information to support the information requirements of the current battle. It depends on personnel data base management to support the information requirements of the future battle.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

Personnel accounting and strength reporting accounts for soldiers and reports their duty status as the foundation for critical battlefield decisions. It operates a

command and control strength reporting system (C2SRS). C2SRS manages the personnel combat power of the tactical force and reconciles deliberate (automated) personnel accounting and hasty (manual) strength reporting information over time. PASR depends on personnel data base management for the necessary tools to manage the reconciliation process.

CASUALTY MANAGEMENT ([AR 600-8-1](#))

Casualty management encompasses two functions: casualty operations and casualty management. Casualty operations records, reports, and accounts for casualties promptly and efficiently. It notifies and assists the next of kin and family members and supports the PASR function. It depends on postal operations as the means for redirecting the personal mail of soldiers who become casualties. It depends on P ASR to locate soldiers who have been evacuated. Casualty management coordinates the personnel and logistical processes involved in casualty management at all levels.

PERSONNEL DATA BASE MANAGEMENT

Personnel data base management consolidates current and projected, personnel information on soldiers and units in a number of command databases (EMILPO). This information serves as the basis for command decisions and projected battlefield requirements. It extracts combat-essential personnel information from the command databases and provides consolidated data bases to corps and theater-level strength, casualty, and postal managers. It depends on [MILPER](#) information management and PASR for information from which to update the data base.

PERSONNEL INFORMATION MANAGEMENT

Personnel information management provides a record of critical personnel information about soldiers to support battlefield decisions and to meet the nation's obligation to retain historical information for its veterans. It also provides a manual source of information on skills, grades, numbers, and physical limitations as a backup to the electronic personnel database.

POSTAL OPERATIONS

A postal operation manages and operates a postal network to move, deliver, and collect mail in the deployed force. It delivers official mail including critical spare parts and medical supplies, and provides an alternative delivery system for personnel information. Postal operations depends on the PASR function to know where soldiers are on the battlefield and the casualty function to determine the status of casualties and redirect their mail.

REFERENCES:

- [AR 600-8-1](#): Army Casualty Operations / Assistance / Insurance
- [AR 600-8-3](#): Unit Postal Operations
- [AR 600-8-6](#): Personnel Accounting and Strength Reporting
- [AR 600-8-111](#): Wartime Replacement Operations
- [FM 3-0](#): Operations
- [FM 12-6](#): Personnel Doctrine

TIPS

- Thoroughly train your Soldiers in critical military personnel functions.
- Periodically prepare a personnel estimate.
- See Appendix N for the sample personnel and administration annex to your unit's OPLAN/OPORD.
- Read FM 12-6.
- Maintain a staff journal on DA Form 1594 (Daily Staff Journal) to track statuses of MILPER functions and keep a definitive historical record.

UNIT STATUS REPORT

YOUR ROLE: Ensure that a complete personnel profile is submitted on the unit status report (USR) each month.

Most units in the Army report their combat readiness each month as the unit status report. This document identifies the current status of personnel, supply, equipment, and training readiness. It informs HQDA of current factors that degrade the unit's readiness and helps commanders at all levels to allocate resources, determine trends, and identify authorizations versus the unit's wartime requirement.

Active Army units submit the USR as of the 15th of each month. Reserve Components are required to submit the USR semiannually (15 April and 15 October). Units must submit a USR any time a significant change affects the unit's readiness condition.

A unit receives one of five possible readiness levels, C1 through C5. Levels C1 through C3 reflect a combat-ready condition with increasing degrees of deficiencies. A C4 level indicates that the unit is not combat-ready due to major deficiencies. A C5 level is used for units that have been programmed to not be combat-ready; for example, activations, deactivations, and HQDA-directed cadre status.

[DA Form 2715](#) is used in preparing the USR. The personnel data portion reflects the unit's assigned strength percentage, available strength percentage, available service grade percentage, available MOS trained strength, personnel

turnover rate percentage, and the unit's overall personnel rating in accordance with [AR 220-1](#), Tables 3-2 and 3-3.

[DA Form 2715](#) allows the commander to submit a narrative justification of the unit's current readiness posture by use of the READY label. It also allows the commander to provide more detailed information about the unit's personnel operating strength (PSPER), MOS trained strength (MSPER) and senior grade strength (SGPER).

The S3 is responsible for preparing the USR. You provide the personnel calculations and data. Refer to [AR 220-1](#) for additional information.

REFERENCES:

- [AR 220-1](#): Unit Status Report

TIPS

- Don't read into the regulation when filling out the USR. However, in those areas requiring judgment by the commander, check with him (e.g., personnel availability, critical shortages).
- Match names to the statuses of personnel, and do not double-count.
- Each day, know what your USR personnel data will represent; don't wait for the 15th of the month.
- Look at your additional skill identifier (ASI) shortages closely.
- Utilize all of your PASR assets to track personnel

DEPLOYMENT OF THE S1 SECTION

YOUR ROLE: Work closely with the personnel sergeant to coordinate and plan for deployment to the field and return to garrison.

Deployment of the S1 section, even for a short period, disrupts routine operations. Minimize this condition by understanding what must happen and what you can do in advance to prepare. Prepare for war, and then tailor your plans to meet other needs such as FTXs.

PREPARATION

Determine which personnel members will deploy. If the entire section moves out, coordinate with your support agencies (e.g., MPD, Finance, in/out-processing). Since there will be no one in the rear to accomplish EMILPO, TLs, in-processing, and other personnel actions, a daily distribution run along with the

mail clerk is needed. In peacetime, the rear detachment NCO/staff duty NCO takes care of in- and out-processing and needs a detailed SOP. You need a list of personnel going on the field exercise and a list of those staying in the rear detachment. Keep accurate personnel accounting for yourself and commanders.

The S1 section needs field equipment to sustain operations including publications, blank forms, and office supplies. Pre-stock these items in field desks, if available, and foot lockers. After you decide on personnel and equipment requirements coordinate with the S4 for vehicle support if needed.

Practice load-outs several times to validate your load plan. Designate each member of the section to perform specified functions to support the deployment. The driver(s) and assistant driver(s) should be designated by position and depicted on your load plan. Ensure that each individual knows what his responsibilities and standards for each duty during load out and field set-up.

TIPS

- Field desks (e.g., forms, publications, pens, pencils).
- TACCS.
- Secure means to safeguard mail.
- Equipment (e.g., typewriters, lanterns, costs, generators, tables, space heaters, field phones).
- Plan for all TOE gear to go. You may not get a chance to return for it.

Have a layout prepared for your tent(s) so that as items are offloaded, they can be immediately emplaced. Periodically check the serviceability of your field equipment particularly tent(s), light sets, and stoves. The NCOs should check soldiers' personal gear and alert bags for serviceability. Personnel must be combat ready!

DEPLOYMENT

Upon receipt of alert notification, coordinate with the S3 and unit commanders to identify soldiers who will remain in garrison. Implement provisions to support them during the S1 section's absence. This may require leaving an S1 clerk behind to perform in- and out-processing, EMILPO, and to act as a point of contact to relay important emergency messages between the soldiers in the field and their families. Your plan should provide for the following:

- Daily status reports from each company (deployed and garrison).
- Delivery and disposition of family mail.
- Distribution runs (include MPD, finance, and PAS).
- Continuation of mail service (transporting and safeguarding).

- Changes of operating hours to accommodate the exercise.
- Support to the company (e.g., guard, KP).
- Cleaning and storing of equipment after return from the field.
- Coordinating with Finance for check cashing support or funding a Class A agent.

Since mail is an item of primary concern, companies need to identify mail orderlies and establish mail operating procedures. You must decide if:

- There will be a central location in the S1 section for company mail orderlies to pick up mail.
- A certified mail-courier will deliver mail to each company area.
- There will be a place to safeguard mail.

While in the field, you will still be required to maintain PASR, submit EMILPO transactions, process finance documents and personnel actions, and perform basic management functions. Daily status reporting will be done according to your local policy. Coordinate with the rear detachment, companies, medics, and higher headquarters.

Along with the above tasks, the S1 section conducts its critical wartime tasks. These are listed at the beginning of this chapter and explained in detail in [Chapter 3](#).

RETURN TO GARRISON

Preparing the S1 section for redeployment eliminates chaos and enables you to resume operations quickly. Returning from the field requires planning and establishing priorities. The company usually sets a schedule to perform required tasks to transition to a garrison environment. Cleaning, maintenance, property accountability, and storing equipment are the top priorities.

Immediately resume BAS to soldiers whose BAS was terminated. There may be some soldiers who missed meals while they were in the field. Check AR 600-38 to see if the situation meets the criteria of missed meals.

TIPS

- Cross-train personnel in the S1 section. This can be very important if one of your clerks cannot perform his duty.
- Designate a mail clerk and an alternate.
- Don't forget the chaplain, his assistant, and all their gear. They must be provided for in load plans and transportation support.
- Have 30 days' worth of supplies on hand for war, and remember to rotate your stock.
- Always plan for war. It's easier to be totally prepared. Take the field

- manuals and regulations you will need.
- Check Equipment on hand against the MTOE.

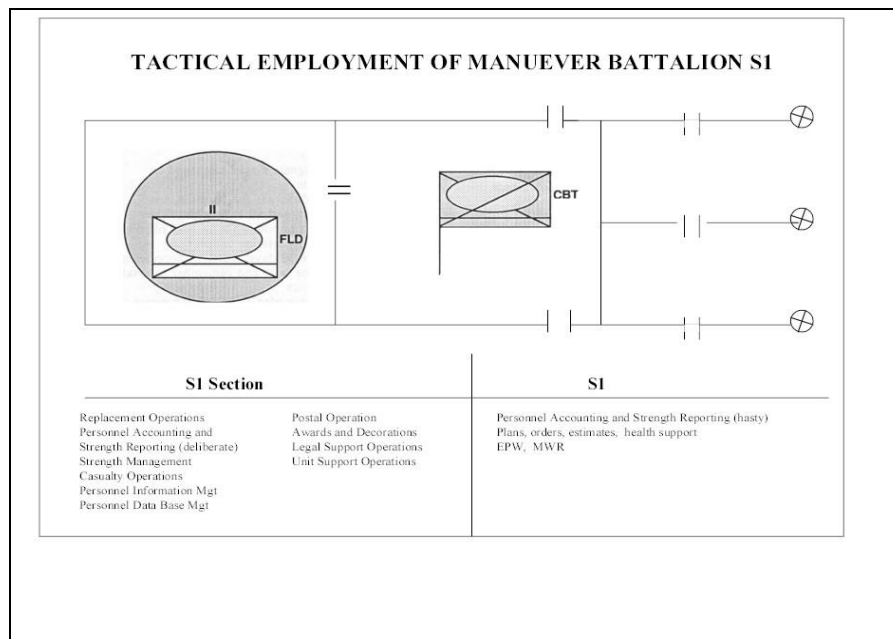
EMPLOYMENT OF THE S1 SECTION

YOUR ROLE: Employ the S1 section in a tactical environment to perform its wartime mission. Determine the best location and configuration of the S1 section for your unit.

Tactical employment of the S1 section is critical for successful accomplishment of your personnel service support (PSS) mission. The goal of efficient and timely operations must be balanced against the concerns of security and the threat.

Each tactical situation will require a thorough analysis of the threat and your unit's mission to determine the best employment of the S1 section. Attention to dispersion is necessary to minimize the effects of the threat, to include nuclear and chemical weapons. You determine the best S1 section configuration and dispersion for the mission and the situation.

The battlefield situation requires the S1 section to relocate often for its survival. For continued PSS, the personnel sergeant must organize quickly to do much in a short time. Assignment of specific functions to S1 personnel and development of loading plans speed task accomplishment.



Situation permitting, the S1 section provides the best service by operating in the field trains. Organizational integrity for the S1 ensures the continuity of PSS operations while at the same time ensuring that the commander, units, and staff have access to S1 operations.

When the S1 section is split, the S1 forward has a limited capacity. It will normally consist of the S1, an NCO, and one or two clerks. Its main purpose is to collect information, initiate reports, and provide interface between the S1 main located in the BSA and supported companies in order to provide the commander with timely, accurate personnel data.

The S1 main processes administrative and personnel functions and submits reports. Lost communications between the S1 forward and S1 main may occur. The S1 forward continues to collect information while simultaneously working to reestablish communications.

When the threat is minimal, the S1 main may offer the best support from the brigade support area. The brigade S1 performs no new tasks or functions but coordinates the activity of the S1s to expedite and facilitate brigade PSS functions.

You normally locate with the S4 in the battalion combat trains area. This facilitates coordination of effort and maximum use of limited personnel and communication assets particularly in battalion weapons system management. You continually interface with the battalion tactical operations center (TOC), S1 main, and other battalion elements that are involved in PSS functions. The administrative logistics net is your primary radio link.

REFERENCES:

- [FM 12-6](#): Personnel Doctrine

TIPS

- The ALC must keep abreast of the tactical situation. It may be called upon with no warning to assume control should the TOC be destroyed.
- Make sure you have a security plan for the S1 main and S1 forward.
- When you lay out the combat trains, don't forget about perimeter security.
- Ensure that the combat trains can rapidly disperse should your area become contaminated.
- Keep abreast of the tactical situation. Keep your situation map current and posted.
- Maintain operations security when you use the radio. Use battle roster numbers for radio transmission instead of names, grades, unit designation, and so forth.

- Insist that your people sleep while in the field. Have a sleep plan established.

CIVIL MILITARY OPERATIONS

YOUR ROLE: Manage those activities that embrace the relationships between military forces, civilian authorities, and civilians in the area of operations.

Once hostilities begin, your unit's area of operation is likely to be congested with soldiers who have become separated from their units. This may be caused by several factors:

- The unit may have been severely attrited.
- The soldier may be suffering from wounds.
- The soldier was in the process of rotation back to CONUS at the time the battle began.
- The soldier may be lost.

Determine immediately what procedures you will need to follow, who you will coordinate through, how long these extra personnel will be under your control, who will provide the necessary transportation, and what the proper procedures will be for handling these personnel.

TIPS

- Do not allow anyone (regardless of rank) to physically abuse or threaten civilian personnel while they are under your control.
- Make sure that civilians receive medical attention immediately.
- Establish a good rapport with the military police and civil affairs units in your area of operation.
- Maintain operations security. Do not establish the holding area too close to your command post or trains.
- Ensure all required support is provided to all stray Soldiers and civilians.

Help these soldiers either return to their units or become in-theater replacement personnel. In either case, inform higher headquarters of their location, and assist in any manner possible. While under your care, you must treat and use them as you would your own soldiers, and they must adhere to your unit's policies.

Civilians in the area of operation who are reluctant to evacuate their homes and businesses are an unfortunate reality of combat. For their own safety, be prepared to detain civilian personnel at your unit until they are passed on to the

unit tasked with this mission. Your SOP must address how you will care for and feed them, where you will establish a holding area within your perimeter, and which section(s) will provide the unit security personnel. Operations security is essential when handling civilian personnel.

REFERENCES:

- [AR 190-8](#): Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detainees

FIELD MEDICAL OPERATIONS

YOUR ROLE: Assume staff supervisory responsibility for medical operations for evacuation, emergency medical treatment, and preventive medicine.

Your medical support and treatment capability consists of routine sick call and emergency medical care. The following factors influence medical support:

- commander's plan (mission).
- estimated patient load.
- expected areas of patient density.
- evacuation requirements.
- capabilities and limitations.
- terrain.
- weather.

COMBAT HEALTH SUPPORT

The clearing station provides division-level health service support. This facility is organic to the medical company in the forward support and main support battalion. There is one clearing station per brigade and one to support the division rear area. The clearing station is located within the brigade trains. The medical company contains a clearing platoon that is responsible for operating the treatment facility and caring for patients.

The company also has an ambulance platoon that deploys ambulances forward to battalion aid stations and evacuates patients to the clearing station. The clearing station offers limited surgical and resuscitative care as well as limited dental and psychiatric services, X-ray, laboratory services, medical supply, and medical maintenance.

The following are key factors in medical support at division level:

- Immediacy: Provide treatment quickly.
- Proximity: Treat soldiers as far forward as possible.

- Expectancy: Soldiers will recover and be returned to duty.

Wounded soldiers who require serious medical care must be evacuated to a rear area medical facility. The tactical situation and availability of equipment assets will determine whether evacuation is provided by aircraft or wheel transport.

The responsibility for evacuation procedures always rests with the affected unit's higher headquarters; i.e., higher always goes to lower, and the patient is only evacuated as far back as required to provide the necessary care. The ultimate objective is to return the soldier to duty in his unit.

PREVENTIVE MEDICINE PROGRAMS

Preventive medicine programs can help reduce nonbattle casualties. A team supervises accomplishment of individual and unit-level preventive medicine measures. Areas of interest include quality of drinking water, waste disposal, food service sanitation, insect and rodent control, personal hygiene, and protective measures.

Field sanitation team tasks are the following:

- Ensure that drinking water is safe.
- Monitor the soldiers to ensure that they do not become dehydrated.
- Combat fly- and mosquito-borne diseases.
- Pick bivouac sites that are free of infestations.
- Issue insect repellent as needed, and encourage its use.
- Supervise the disposal of liquids, food, and human waste to prevent fly, mosquito, and vector breeding.
- Combat intestinal diseases.
- Supervise the transportation, storage, and handling of food to prevent contamination.
- Check the water supply to ensure it has enough chlorine.
- Disinfect the unit's water when necessary.
- Issue iodine tablets, and encourage their use.
- Supervise the construction of hand washing devices.
- Supervise construction of washing devices such as helmet racks and showers.
- Issue powders, dusts, and uniform impregnators, as appropriate.

REFERENCES:

- [FM 8-10](#): Health Service Support in a Theater of Operations
- [FM 8-10-6](#): Medical Evacuation in a Theater of Operations

- [FM 8-55](#): Planning for Health Service Support

TIPS

- Establish a medical evacuation plan, and ensure that your medical personnel understand it. Include care for Soldiers in your trains area.
- Require your medical support to provide timely medical updates to provide timely medical update to you during deployments.
- Be sure your medical personnel can handle chemical casualties.
- Get your medical personnel out to the companies to teach chemical first aid procedures.
- Get the medics involved in the tactical situation so they can prepare for incoming wounded and displace the aid station to support the mission.
- The medical platoon leader/field medical assistant is the special staff officer for medical operations. Utilize him in the area of supervision and administration of medical operations.
- Ensure that companies know current evacuation plans, to include collection points and evacuation routes.
- Ensure that units have preventive medicine kits available for deployment.

STRESS IN COMBAT

YOUR ROLE: Negate the effects of combat stress in every way possible. Your unit's success on the battlefield may depend on it.

Combat stress can destroy the unit's ability to perform on the battlefield. If not dealt with quickly and correctly, the effect on the soldier can be lifelong. Use every avenue available to constantly assess the mental state of your soldiers, and keep the commander informed.

There is no laboratory where the effects of stress in combat can be studied. What we know about combat stress has been learned from soldiers who have endured the hardships of combat. Unfortunately, there is much yet to learn about how stress affects soldiers' performance in combat.

However, one thing that does seem clear is that, in large part, it is the anticipation of combat and the corresponding threat to the individual soldier as well as fellow soldiers that is stress-producing rather than the actual combat itself. Researchers have discovered that the true enemies on the battlefield are not only bullets and bombs, but also fear.

SIGNS OF STRESS	
INDIVIDUALS	
o	Use of alcohol.
o	Negativism.
o	Use of drugs.
o	Restlessness.
o	Emotional outbursts.
o	Smoking.
o	Excitability.
o	Speech disorders.
o	Trembling.
UNITS	
o	AWOL.
o	Insubordination.
o	Bickering.
o	Low productivity.
o	Dissatisfaction.
o	Sick call.
o	Lack of cohesion.
o	Ignoring orders.
o	Sensitivity to criticism.

In World Wars I and II, a strong relationship between battle intensity and stress casualties was demonstrated. In World War II and in Korea, there was an average ratio of one battle fatigue casualty to four or five wounded in action. In an extremely difficult battle, the ratio commonly reached one to three and occasionally one to two, as when the 2d Armored Division in Italy and the 6th Marine Division in Okinawa attacked well-defended enemy lines.

At battalion and company levels, units in desperate situations have had as many battle fatigue casualties as wounded in action (1:1). These ratios apply to other armies too. In the Lebanon crisis of 1982, one Israeli armor unit had one case of battle fatigue for every soldier wounded in a desperate night action.

Overall, Vietnam data does not reflect the average ratio. However, the Vietnam war was not typical because tours of duty were short and combat was not like that in World War II or Korea. Nevertheless, research done on U.S. combat units involved in sustained combat engagements in Vietnam shows that stress casualties compared in numbers with those of other wars.

In continuous combat operations on future battlefields, the ratio of stress casualties to wounded in action will probably be at least one to three. This belief is based on the relationships of stress casualties to combat intensity and duration.

Realistic training improves the ability of soldiers to cope with stress, think when exhausted, and maintain self control. U.S. soldiers in World War I who were inexperienced in chemical warfare had twice as many stress casualties as chemical injuries (2:1) before active prevention programs were initiated and combat experience was acquired. Virtually every member of a combat unit including the leader normally develops stress symptoms. Stress is a phenomenon, which can greatly hamper the unit's ability to perform its combat mission. The following are some signs of combat stress in individuals and units:

REFERENCES:

- [FM 22-51](#): Leaders' Manual for Combat Stress Control

TIPS

- Ensure that your unit has a plan covering duty rotation and shift work.
- Develop a unit sleep plan.
- Avoid assigning monotonous tasks which last for long periods of time.
- Issue simple orders, and have the Soldiers repeat them to ensure they understand the requirement.
- Double-check everything.
- Sleep as much as possible before you begin an operation.
- Synchronize the wake/sleep cycle with the combat zone's local time.
- Establish personal hygiene and shaving standards.
- Quell and prevent rumors.
- Issue orders to the lowest level possible.
- Accentuate the positive, and encourage Soldiers at every opportunity. Don't neglect R&R programs.
- Involve the chaplain with stress management.

RECONSTITUTION OF COMBAT UNITS

YOUR ROLE: Coordinate with the S3 and S4 to determine requirements for reconstitution. Understand the operational concept of reconstitution, and establish plans to use it in your units to continue your mission.

Reconstitution restores ineffective units to a specified level of combat effectiveness. The two techniques of reconstitution are reorganization, which shifts resources, and regeneration, which rebuilds through replacements.

Reconstitution occurs as far forward as possible depending on the enemy situation, size of the unit to be reconstituted, lines of communication available to

move resources to the unit, and future employment plans for the reconstituted unit.

The responsibility for managing reconstitution is normally retained by the unit that is one level higher than the unit requiring it. The priority of effort is to maneuver, combat support and combat service support units (in that order) unless otherwise specified.

Logistic and personnel assets for reconstitution may be provided in the form of individual personnel replacements, whole unit replacements, or a combination. Since the division's capability for regeneration is very limited, the primary support comes from echelons above division level. During the early stages of war, reorganization is the primary means of reconstitution by which combat power is maintained in the forward combat zone.

The level to which a unit must be reduced before the commander decides to reconstitute varies according to the tactical situation. During intense combat, a unit may experience a 60 percent loss yet may have to stay on line because of enemy pressure. Another unit at 70 percent strength may have the flexibility to pull back and be reconstituted. The commander must determine the priority of units for reconstitution in the command and the level to which the action will be accomplished.

The following are planning considerations:

- Reestablish command and control (key personnel).
- Assess losses and combat power.
- Identify the location. Can the operation be conducted in the forward positions or at an off-line location? The off-line location should be near a railhead or main supply route to speed logistical operations.
- Provide additional security forces.

The unit has a reduced security capability; therefore, it needs support to be free to conduct reconstitution.

- Provide medical support, to include emergency treatment for the wounded and evacuation capability.
- Provide for decontamination. Decontamination materiel for soldiers and equipment may be required.
- Provide resupply and maintenance support. Resupply of classes I-IX emphasizes reestablishing basic loads of ammunition, topping off vehicles, and repairing major end items to return them to operational status.
- Replace personnel to restore combat strength.

- Train soldiers. emphasizing crew training to restore combat effectiveness. This consideration applies more in a mature theater than to the early stages of war.

REFERENCE:

- [FM 3-0](#): Operations

TIPS

- Emphasize and concentrate on crew replacements.
- Assist the chain of command in orientation new replacements.
- Reconstitution is a coordinated staff action.

EMERGENCY DEPLOYMENT READINESS EXERCISE (EDRE)

YOUR ROLE: Oversee the personnel preparations for an EDRE and the S1 operation during the EDRE.

The EDRE evaluates the ability of CONUS-based units to mobilize and deploy. It requires the total involvement of everyone as the unit prepares for deployment and combat operations. Use the EDRE as an evaluation of your soldiers' readiness.

Your pre-EDRE requirements include keeping soldiers and family members informed regarding the status and preparation of the EDRE, compiling blank forms and publications to accomplish your mission once deployed, maintaining personnel records, coordinating with unit mail clerks, preparing for SRP, and ensuring that immunizations have been done.

Prepare updated battle rosters, and assist in preparing manifests for the loading of vehicles and aircraft. Ensure that your unit does the following:

- Plans for various levels of deployment and deployment times.
- Prepares a personnel movement check-list.
- Schedules and coordinates briefings.
- Develops alert rosters which are tested for accuracy.

Other EDRE requirements include coordination with the SJA for legal assistance, preparation of wills and powers of attorney, development of a public affairs program, accountability for personnel not present for duty, and family care plan packet production and validation.

REFERENCES:

Your MACOM regulations and supplemental regulations on conducting EDREs.

TIPS

- The better shape our Soldier's records are in, the less work that is required during an EDRE.
- Be prepared for an EDRE – tomorrow.
- Develop an S1 section EDRE SOP and an EDRE task list that conforms to your unit's "N" hour sequence.
- Use your TACCS to develop manifests.

CHAPTER EIGHT

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AUTOMATION TOOLS

YOUR ROLE: Encourage commanders and S1s to use the automation tools described in this chapter to make your SI section more efficient.

STANDARD INSTALLATION / DIVISION PERSONNEL SYSTEM - 3.0 / SUPERSERVER

(SIDPERS - 3)

[SIDPERS-3](#) is a division/installation level personnel management system and automates many of the key processes (Promotions, Strength Accounting/Management, Personnel Updates and Reassignments) performed within the personnel community. SIDPERS-3 features a greatly expanded database containing over 1500 data elements per soldier. It is the primary supplier of personnel updates to HQDA's Total Army Personnel Database (TAPDB). The SIDPERS-3 database is relational, allowing vastly improved response to queries and the ability to independently update information on unit personnel as it changes.

Key features of this system are:

- multiple configurations to accommodate battlefield conditions
- capitalizes on LAN and web-based technology to pass data to TAPDB
- shares data with systems and process owners outside the personnel community

- guard and reserve soldier data automatically received electronically upon mobilization
- increased productivity by moving more processes to a single platform
- improved timeliness and accuracy of data
- 40% more data per soldier
- 200 % increase in number of preformatted reports
- provides locally generated record briefs for officer and enlisted personnel
- enhanced security
- versatile hardware, robust enough for evolving doctrine

TIPS

- Maximize your knowledge of computers.
- Pull all scheduled maintenance on your ADPE.
- Troubleshoot all equipment before turning it in for repair.
- Protect your diskettes and CDs.

e-MILPO

Field Systems Division ([FSD](#)) and Project Manager - Army Human Resources System (PM AHRS) are developing the replacement for SIDPERS Super Server called eMILPO. e-MILPO is scheduled for release in August / September 2002. It will be the interim active Army field echelon personnel support system until the Defense Integrated Military Human Resources System (DIMHRS) is fielded in 2004. eMILPO will have a consolidated database that will replace the current 43 Personnel Processing Activities, reports will be generated using COGNOS, and users will access eMILPO via the Internet. The new system will continue to interface with other systems as SIDPERS does, including TAPDB--eMILPO will send and receive the same old transactions Super Server does today when necessary in order to meet other systems' requirements.

TIPS

- Back-up data files frequently. Those files on diskettes should be backed up after every update or at least weekly.
- An eMILPO change package or interim change package is a complete or partial change of the programs.
- You as system administrator, and your NCO leadership must establish what files will be backed up and how often.
- Ensure that all back-up files are properly labeled and dated. Having complete back-up files will allow you to accomplish contingency

actions.

TACTICAL PERSONNEL SYSTEM - 2.1

(TPS v 2.1)

The [Tactical Personnel System](#) (TPSv2.1) is an automated tactical strength management system. TPS provides the essential personnel functionality to support a commander's tactical decision-making process by creating a deployable personnel strength automated file. TPSv2.1 provides the field with an application that can serve as a deployment manifesting platform for all military personnel, civilians (DoD Federal, non DoD Federal, Contractors), and Foreign Nationals. TPSv2.1 automatically establishes the deployed personnel database for Army, Joint and Coalition Operations. TPSv2.1 has the capability to account for soldiers from different installations, components and Armed Services as well as DoD civilians and contractors on the same automated platform. It allows for immediate human resource monitoring during deployment and reception by the receiving theater. Standardized reports created by TPS facilitate the creation of a deployed force database for the theater commander. TPS is highly mobile and can maximize personnel accountability for the tactical commander during "split-base" or other operations. TPS creates manifests, reports, and provides updates on deployed personnel duty status. It can create and monitor human resources by task force organizations. It provides duty status monitoring of deployed human resources.

REFERENCE:

- [TPS v2.1 Smartbook](#)
- [Field Systems Division's Webpage](#)

TIPS

- Provide quality automation training to all personnel by utilizing all available training resources.
- Ensure that all vendor demonstrations are properly coordinated with the Directorate of Contracting.
- Adhere to proper standards of conduct when dealing with vendors and contracting representatives.

APPENDIX A

S1 Action Plan

Week 1

TASKS	OUTCOMES
Familiarize with duties	• Read S1 Toolbook and FM 1-0, Human Resources Doctrine
Talk to outgoing S1	• Discuss duties, personnel, & S1 strengths/weaknesses • Obtain copy of OER support form
Make office calls with Bn Cdr & Bn XO	• Receive guidance • Get perception of S1 section
Meet with CSM	• Discuss roles and perceptions of S1 section
Meet with Personnel SGT and Asst Personnel SGT	• Get section S1 SITREP and discuss duties
Meet with S1 personnel	• Get to know Soldiers
Review suspenses and recurring reports	• Determine hot items and assess systems
Review Bn policy memos, SOPs & MTOE/TDA	• Begin learning how unit operates
Review SOPs/MOI/ from MACOMs & supporting agencies	• Learn how Div, Bde, MPD, etc. operate

Week 2

TASKS	OUTCOMES
Review S1 hand receipt	• Determine MTOE/TDA authorizations & scrub against hand receipt • Check accountability and walk through storage areas
Review unit ceremonies	• Identify recurring ceremonies and plans for next ceremony

Learn Cmd Group operations	• Determine info flow within Cmd Group • Maintain Cdr's calendar
Maintain SDO roster	• Review regulation • Ensure duty roster(s) are complete minus exemptions
Visit key player in personnel community (Bde S1, G1, MPD)	• Meet key player and interface • Obtain perception of your section
Plan EDRE S1 section & set up field opns IAW FSOP	• Recall section, lay out TA-50, review load plans, check licenses, load vehicles, set up field operation, & get briefing on wartime operations
Talk with members of S1 section individually	• Discuss personal background & goals • Discuss roles and responsibilities
Learn mailroom operations	• Get mail handler's card • Review previous inspection • Inspect mailroom
Visit with Med Plt & Chaplain	• Discuss interface and coordination
Discuss training with Bn S3	• Review calendar • Plug into long-range training plan
Review distribution system	• Evaluate effectiveness and controls
Review pubs system	• Look at audit trail from company to Bn to MPD • Examine pubs distribution system in Bn
Review USR process	• Read reg and learn local USR process • Discuss with XO, S3, G1 & other S1s
Review awards system	• Look at submission and tracking

Week 3

TASKS	OUTCOMES
Review legal actions Meet trial counsel	• Look at pending legal actions • Get briefing on processing of legal actions
Review eMILPO	• Review process, procedures, and statistics on unit
Review unit social activities	• Acquire guidance from Cdr & XO • Discuss upcoming social events • Audit cup and flower fund
Visit DPCA activities	• Introduce yourself • Learn about programs available to Soldiers and families
Examine UMR	• Examine update procedures • Check for misuse
Meet with Reenlistment NCO	• Learn about mission and requirements
Examine MILPER information management program	• Review status of actions pending
Look at sponsorship program & inprocessing	• Read regs and SOP • Identify key players • Survey unit program
Review PAO activities	• Identify POC for HTNR, unit newsletter, and articles for post newspaper
Review Weight Control Program	• Read reg • Examine flags and record keeping procedures
Review special emphasis areas	• Review memos for appointments, update as necessary
Review OER and NCOER rating schemes	• Acquire copy of latest OER and NCOER rating schemes • Update as necessary
Create S1 Continuity Book	• Put together book of all ORBs • Create list of all POCs • Create matrix of S1 section tasks and backup personnel

Week 4

TASKS	OUTCOMES
Review S1 section individual soldier skills	• Review CTT, SQT, APFT scores of S1 personnel • Look at section training and cross-training program
Review unit historical records	• Look at IG reports, ARTEP results, NTC AARs, command inspection results, etc.
Develop S1 objectives	• Finalize S1 assessment; determine strengths & weaknesses • Develop standards for S1 section • Involve Personnel SGT and develop his/her performance objectives • Brief S1 personnel on plan • Draft OER support form
Brief Cdr & XO on S1 plan	• Modify plan based on guidance
Check status of charts used to present info at staff calls	• Modify old charts or create new charts

The S1 Action Plan is very flexible and can be used by the outgoing S1 to transition the replacement. It lends itself to any number of configurations. In the configuration presented it is set up as a four-week action plan. Depending on the time available, it can easily be compressed or expanded. The tasks shown may not always be all-inclusive. If that is the case, add or delete tasks as you see fit. This action plan can be of great use to commander and staff alike.

APPENDIX A

SAMPLE BATTALION S1 SECTION SOP

One of your chief goals should be to standardize procedures within your Battalion S1 Section so that new personnel become productive members of your organization quickly. If your current Battalion S1 Section SOP needs to be updated or revised, this sample should give you some food for thought.

STANDING OPERATING PROCEDURES (SOP)

Battalion S1 Section

1. General

Purpose. This SOP describes Battalion S1 functions. It incorporates the organizational, automation, and procedural tools described in AR 600-8-101. It is to be used (in conjunction with AR 600-8-103) for processing human resources (HR) operations are guidelines for processing human resources actions.

2. Organization.

a. The Battalion S1 is divided into four areas of specialization: supervision, unit support, legal and HR support.

b. To support a unit with 500 or more authorizations, the Battalion S1 organization should include: Personnel Officer (S1), Sr. HR Sergeant, HR Sergeant, Legal Specialist, and five HR Specialists (one for postal).

c. One additional HR Specialist should be added for each 150 authorizations above 500.

d. The number of HR Specialist with less than 500 authorizations should be reduced using these same rules.

3. Responsibilities.

The four areas of specialization outlined in paragraph B can be further subdivided into fourteen duty areas covering the thirty-eight functional areas as shown below. Depending on available manpower, each Battalion S1 specialist may be assigned one or more duty areas (e.g., Publications and Postal, Promotions and Awards, and Actions and Evaluations).

a. Supervision.

(a) Personnel Officer (S1) is responsible for:

- Overall supervision of Battalion S1 activities. Through staff supervision the S1 complies with FM 1-0, FM 5-0, FM 6-0, AR 600-8-103, DA Pam 600-8 and other applicable regulatory guidance, to ensure proper processing of functions.
- Quality assurance tasks and use of internal control checklists.

(b) Sr. Personnel Sergeant is responsible for:

- Operational control of Battalion S1 section.
- First line supervision of HR, unit support and legal activities.
- Exceptional Family Member Program tasks.
- Sponsorship tasks.

(c) HR Sergeant is responsible for:

- Coordination with outside activities (e.g., PAS, MPD, Finance, Military Police, G1/AG).
- First line supervision of HR specialists.
- Casualty operations tasks.
- Line of Duty tasks.
- MILPER information management tasks.
- Personnel security clearance tasks.

b. Unit Support.

(1) Publications. Responsible for performing tasks associated with publications control for the battalion.

(2) Unit Support. Responsible for performing tasks associated with unit administration with goal of 24-hour turn-around on all support requirement.

(3) Postal. Responsible for performing tasks associated with postal operations.

c. Legal.

(a) UCMJ/eliminations. Responsible for performing tasks associated with:

- Flagging.
- Legal – courts-martial/nonjudicial punishment.

(b) Discharges. Responsible for performing tasks associated enlisted and officer discharges.

d. HR Support.

(1) Personnel accountability (eMILPO). Responsible for performing tasks associated with:

- MILPER database management.
- Personnel accounting and strength reporting.
- In and Out Processing.
- Unit manning.
- Training.

(2) Finance Support. Responsible for performing tasks associated with:

- Leaves and passes.
- Special pay programs.
- Meal cards.
- Military pay.

(3) Personnel Actions. Responsible for performing tasks associated with:

- Enlisted management.
- Identification documents.
- Officer management.
- Officer procurement.
- Reassignment.
- Soldier applications.
- Strength management.
- Transition processing.

(4) Evaluations. Responsible for performing tasks associated with:

- Enlisted evaluations.
- Officer evaluations.
- Rating scheme.

(5) Promotions. Responsible for performing tasks associated with:

- Enlisted promotions and reductions.
- Officer promotions.
- Promotion/reduction orders.