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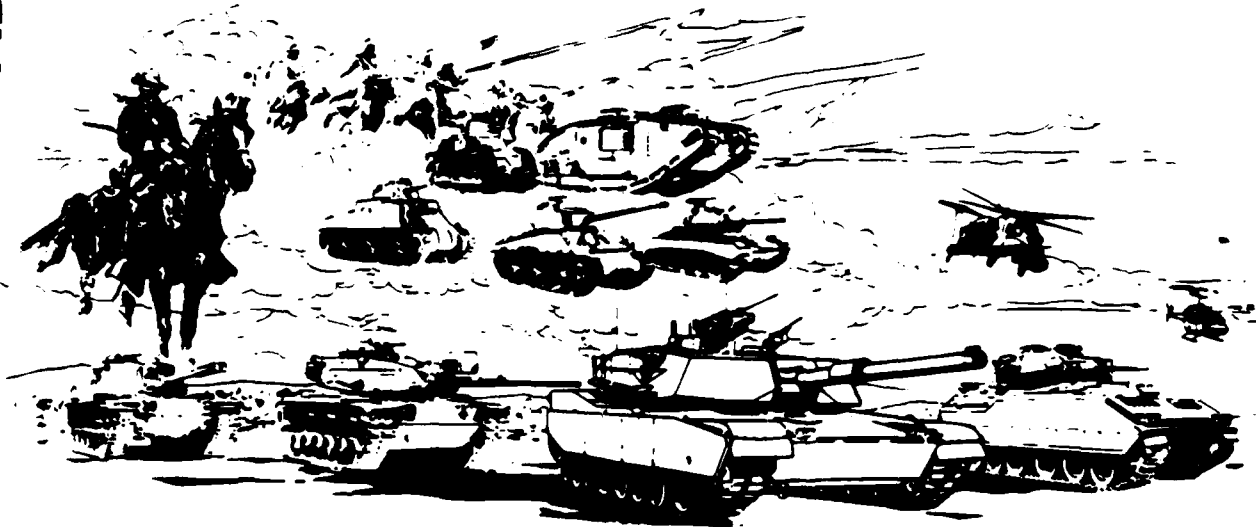
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**VOLUME II**

AD-A165 921

**LEADERSHIP HANDBOOK  
FOR THE ARMOR OFFICER**



**HEADACHES, HEARTBEATS, AND HAMSTRINGS  
A Guide to Company Level Duties and Functions**

Leadership Branch  
Leadership & Training Division  
Command and Staff Department



**U.S. ARMY ARMOR SCHOOL  
FORT KNOX, KENTUCKY  
JANUARY 1986**



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COMMAND AND STAFF DEPARTMENT  
US ARMY ARMOR SCHOOL  
Fort Knox, Kentucky 40121-5211

VOLUME II  
HEARTBEATS, HEADACHES AND HAMSTRINGS  
A GUIDE TO COMPANY LEVEL DUTIES AND FUNCTIONS  
INTRODUCTION

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This book provides a guideline for the many aspects of administrative life in the U. S. Army. The various functions noted in this book can vary considerably from installation to installation. Additionally, the nature of Army regulations is one of constant change. This combination of factors can severely limit the "usefulness" of a detailed and in-depth look at all company functions and duties.

Therefore, some subject areas in this book may not apply at all to your particular situation. Material has been cut down to those basic regulations and concepts which should be standard throughout the force.

Some standards and goals are established herein for formal and informal evaluations. Those standards may not necessarily be those of your commander or supervisor. Use the information which this book presents as a guide to the day to day questions and as a means to increase the overall combat readiness and mission performance of your unit.

Should anyone have questions or comments on this material, or wish to submit additions, we encourage you to contact the Leadership and Training Division (Telephone 624-5450/4948 or Autovon 464-5450/4948), Boudinot Hall, Fort Knox, Kentucky 40121-5211. We are always interested in new or different methods of leadership and want to provide the best instruction and support possible.

The Command and Staff Department (Leadership and Training Division) wishes each leader the utmost success in their individual endeavors.



VOLUME II HEARTBEATS, HEADACHES, AND HAMSTRINGS

A GUIDE TO COMPANY LEVEL DUTIES AND FUNCTIONS

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**CHAPTER 1**

**UNIT ADMINISTRATION**

**AND OTHER**

**ANKLE BITERS**

When things go wrong in your command,  
start searching for the reason in increasingly  
larger concentric circles around your own desk.

*General Bruce C. Clarke*

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## Section 1. WEAPONS SECURITY

### 1-1. PRIMARY REFERENCES:

- a. AR 190-11 with Change 1.
- b. FORSCOM/TRADOC Supplement 1 to AR 190-11.
- c. AR 190-13.
- d. AR 190-49.
- e. AR 340-2.
- f. AR 710-2.
- g. DA Pamphlet 310 Series.
- h. DA Pamphlet 710-2-1.
- i. DOD Manual 5100.76-M.
- j. FM 19-30.
- k. Applicable Weapon TMs.

### 1-2. SECURITY OF ARMS AND AMMUNITION:

- a. Units are authorized to store a maximum of 500 rounds of ammunition for operational necessity.
- b. The arms room must be posted as a restricted area.
- c. Fire control symbols will be posted.
- d. If intrusion Detection Systems (IDS) (JSIIDS) are installed, IDS signs will be posted prominently announcing the presence of these systems.
- e. Windows of arms room will be protected with steel mesh or steel bars. (Pg 4-2, DOD 5100.76-M)
- f. There must be adequate exterior and interior lighting at the arms rooms.
- g. All but the main entrance doors must be secured with approved locking devices (secondary or equivalent).
- h. Approved secondary padlocks will be used to secure weapons racks and containers.

i. Arms racks will be fastened together and to the wall or floor with bolts or with 5/16" chains equipped with at least secondary locking devices.

j. All racks must be constructed so that, when locked, weapons cannot be removed by partially disassembling.

k. Crew served weapons and other weapons which will not fit into issue racks must be secured in containers in accordance with AR 190-11, and FORSCOM Supplement.

l. Wall lockers used as a weapons storage container must be modified in accordance with AR 190-11.

m. Inventories of weapons by serial numbers and of primary and alternate sets of arms rooms keys must be conducted monthly.

n. Records of inventories must be maintained in unit files. (AR 190-11, and FORSCOM)

o. If more than one unit utilizes the same arms storage area, weapons must be separated and identified by unit as well as each unit maintaining individual accountability for its own weapons. (AR 190-11) A consolidated arms room will also require establishment of a landlord/tenant relationship. This is needed to make the landlord responsible for physical security. (DA Pamphlet 710-2-1)

p. Weapons cards will be issued to units members and will be turned in when weapons are drawn. ((DA Pamphlet 710-2-1)

q. Individuals must sign a weapons receipt register, FORSCOM/TRADOC Form 213-R, when weapons are drawn and turned back in.

r. Written procedures must be established for issuing weapons and ammunition during emergencies or field exercises, or at other times when operational necessity dictates a need for this equipment to be issued quickly.

s. Individuals who are in possession of weapons or ammunition will be warned of their responsibilities and the inherent dangers involved in the loss of weapons and ammunition. (AR 190-11)

t. Keys to arms storage area racks and containers will be maintained separate from other keys and accessible only to those personnel whose official duties required access to them. (AR 190-11)

u. The custody of keys transferred between authorized individuals will take place only after both parties have conducted a

visual inventory of weapons to include total count of those on hand with appropriate entries made on FORSCOM/TRADOC Form 563-1-R. (AR 190-11)

v. A key custodian will be appointed (in writing) whose duties are to ensure proper handling of keys in accordance with AR 190-11.

w. Tools such as hammers, bolt cutters, and similar items should be removed from the vicinity of the arms storage facility or room. When an arms storage facility is the only secure location available, such tools will be stored in a locked container within the facility. When the access door to an arms storage room is located within the unit supply room, tools will not be stored unsecured in the supply room. (AR 190-11)

x. Ammunition must be inventoried daily and a written record maintained. (AR 190-11)

y. Ammunition in unit arms room will be stored in a separate locked container and secured to the structure wall or floor. (AR 190-11)

z. Unit members' privately owned weapons and ammunition or authorized trophy firearms will be secured in the unit arms room in a steel container separate from military weapons. Privately owned ammunition will be in a steel container separate from military ammunition. (AR 190-11, and FORSCOM Supplement 1)

aa. A weapon's receipt card, DA Form 3749, will be issued for each privately owned weapon stored in the arms room. (AR 190-11)

bb. The commander's approval must be given prior to unit members removing their privately owned weapons from the unit arms room. (AR 190-11)

cc. Receipt (DA Form 3749) for privately owned weapons must be retained in the arms room when the weapons are in the possession of the owners and in the owner's possession when the weapons are secured in the arms room. (AR 190-11)

dd. Applicable state and local laws regarding registration and possession of firearms will be posted in the unit bulletin board.

ee. Newly arrived personnel will be briefed on the provisions governing the possession and use of privately owned weapons.

ff. Lost weapons will immediately be reported to the Provost Marshal. (AR 190-11)

gg. If Intrusion Detection Systems have been installed, those personnel on the Routine/Unaccompanied Access Roster will be knowledgeable of the operation of the system. (AR 190-11)

hh. All personnel on the Routine/Unaccompanied Access Roster must have received a favorable NAC or ENTNAC. (AR 190-11)

ii. All FORSCOM Forms used in arms storage areas will be utilized in accordance with AR 190-11.

jj. Keys to arms storage area will be relocated to the next higher headquarters and secured in a locked steel container.

kk. A 100 percent serial numbered inventory of weapons will be conducted immediately upon return from the field, if 50% of assigned weapons were issued.

ll. Essential firing components will be secured in a locked container.

1-3. PERMANENT ARMS ROOMS:

a. Doors to permanent room will be constructed of solid wood covered on the outside with 12-gauge steel. (AR 190-11)

b. The most secure door will be secured by at least one high security padlock and hasp. (AR 190-11)

c. If fixed pin security type hinges or safety stud hinges are not used, exposed hinge pins will be spot-welded or peened to prevent removal. (AR 190-11)

d. The permanent arms room will be provided triple barrier protection. (AR 190-11)

e. There will be at least one lock securing each barrier of the triple barrier system. (AR 190-11)

1-4. TEMPORARY ARMS ROOMS:

a. Windows of temporary wooden buildings will be protected with heavy gauge wire mesh or chain link fence securely attached to the window frame with 2 x 4 inch wooden frame attached with round headed bolts through the wall with the threads bradded or spot-welded in a manner to preclude unauthorized removal of the nut from the bolt.

b. Locking bars will be installed on all but the main entrance doors allowing access to rooms where arms cages are located.

c. Doors will be reinforced with 1/2 to 3/4 inch plywood.

d. The main entrance door will be equipped with two heavy duty hasps and two secondary padlocks, and sliding doors will be secured with four heavy duty hasps and secondary padlocks.

e. Prefabricated wire mesh cage sections will be tack-welded together or, if clamps are used, the nuts of clamps will be bolted tight and inaccessible from the exterior of the cage and the tips of clamp bolts will be peened or spot welded to prevent removal.

f. Sheet steel plates will be placed on the floor of the cage and tack welded to prevent moving.

g. An approved high security hasp will be welded to the cage and the cage door secured with an approved high security padlock.

h. Ventilators or louvers will be protected by placing mesh or chain link fence over the openings and securely attaching to the building.

NOTE: Items a-h may vary from Division to Division.

i. All weapons storage areas will be kept under continual surveillance by J-SIIDS/IDS, guards, or duty personnel (Para 2-7, AR 190-11)

1-5. ARMS MAINTENANCE:

a. Preventive maintenance checks and services will be performed by the operator or organizational maintenance personnel in accordance with the required technical manual.

b. All basic issue items or special organizational tools and equipment must be on hand for each weapon.

c. All required publications, to include the current changes, will be maintained for all weapons.

d. Authorized forms or log books will be maintained for all weapons and items or components as required.

e. Scheduled maintenance services will be recorded on DD Form 314 for items requiring it.

f. Items with uncorrected faults that cannot be corrected by operators or organizational maintenance personnel must be evacuated to support maintenance.

g. An ESC will be performed on weapon systems that require it.

h. The proper type of lubrication must be applied to the different weapons in accordance with the applicable technical manual.

1-6. PUBLICATIONS: Commanders will ensure that publications are current and changes are posted. (DA Pam 310-10 and DA Pam 310-13)

1-7. LOG BOOKS: The commander will ensure that log books are maintained for those weapon systems that require them.

1-8. DD FORMS 314: The commander will ensure that a DD Form 314 is maintained for all weapons that require them.

1-9. TOOLS: The commander will ensure that the armorer's toolkit is complete or shortages are placed on order. (SC 4933-95-CL-A07)

1-10. SPECIAL PURPOSE WEAPONS: Applicable TMs.

## Section 2. ADMINISTRATION

### 2-1. SIDPERS/STRENGTH ACCOUNTING:

#### a. Primary References:

- (1) AR 680-1.
- (2) AR 680-31.
- (3) DA Pamphlet 600-8.
- (4) DA Pamphlet 600-8-1.

#### b. Areas of Interest:

(1) Personnel Strength Zero Balance Report (ACC-C27) is to inform the commander of the duty status categories on the SIDPERS Organization Master File (SOMF) and the SIDPERS Personnel File (SPF). Procedure 4-7, DA Pam 600-8-1, contains detailed instructions for the use of this report. The Zero Balance Report will be kept current at all times. Any errors should be reported to the PAC immediately.

(2) DA Form 2 is used to provide individuals with information from their record maintained by SIDPERS and to provide commanders with sufficient personnel information to assist them in the proper personnel management of members of their command. Procedure 4-8, DA Pam 600-8-1, contains instructions on the proper processing of the DA Form 2. Commanders will ensure that these procedures are followed at all times. Supervisors at all levels should be knowledgeable of the DA Form 2 (to include what each data element is).

(3) Personnel Qualification Roster (PQR AAC-C37) provides commanders with information to assist them with the management of their assigned and attached personnel. Procedure 4-21, DA Pam 600-8-1, is the procedure for the maintenance of this roster.

(4) All duty status changes must be reported to the PAC as soon as the change occurs. (AWOL, Hospital, etc.)

(5) Strength Accountability: Commanders, adjutants, first sergeants, PAC supervisors, and PSNCOs will read and be familiar with the provisions of AR 680-31. The control and accurate reporting of the military's most important assets (people) cannot be overstressed. Every leader/supervisor will know where all of their assigned and attached personnel are at all times. Commanders are responsible for keeping the SPF current via SIDPERS reporting. Commanders will ensure that Personnel Assets Inventories (PAI) are conducted as required by AR 680-31 and processed in a timely manner.



(6) Personnel Daily Status Report (PDS, FO Form 1-77) must be prepared each duty day. Strength figures reflected on PDS will be in agreement with zero balance maintained by the unit.

2-2. PROMOTIONS/REDUCTIONS:

a. Primary References:

- (1) AR 27-10.
- (2) AR 600-31.
- (3) AR 600-200.
- (4) DA Pamphlet 1-2.
- (5) DA Pamphlet 600-8-1 (Procedure 4-5).

b. Areas of Interest:

(1) Commanders are responsible for considering personnel for promotion and either recommending eligible personnel for promotion or for counseling them as to why they are not being recommended. Commanders may appoint qualified individuals as acting corporals and acting sergeants to serve in position vacancies existing in their units, including those resulting from temporary absences of assigned noncommissioned officers. If Enlisted Selection Board is conducted, ensure that it is conducted in accordance with Chapter 7, AR 600-200.

(2) Commanders are responsible for processing of C01 (Enlisted Promotion Report) based on criteria in the LOI and recommendations from supervisors. (DA Pam 1-2 and DA Pam 600-8-1)

2-3. OER/SEER:

a. Primary References:

- (1) AR 623-105.
- (2) Fort Ord Supplement to AR 623-105.
- (3) AR 623-205.
- (4) DA Pamphlet 600-8.

b. The identity of each individual's evaluating officials (rater, indorser, reviewer, intermediate rater, senior rater) must be made known to the individual through publication and posting of an official rating scheme. Commanders and supervisors must ensure that each individual is aware of the structure of the rating scheme as it

affects him/her. Commanders must ensure the evaluating official is aware of guidelines and instructions concerning efficiency report preparation. The unit must have adequate internal controls for ensuring that efficiency reports are received when required and submitted on time. (DA Pam 600-8, AR 623-205, and AR 623-105)

c. Rating schemes will be published quarterly and updated by "pen and ink" as changes occur. Changes must be reported to PAC for determination of need for "change of rater" evaluation.

#### 2-4. HOW TO USE THE EER AND OER TO IMPROVE PERFORMANCE.

Soldiers always want to know where they stand. Since promotion and pay are tied to performance levels, this is a particularly critical responsibility of leaders. A leader must evaluate the performance of each subordinate continually, giving him the positive and negative feedback that is necessary to improve performance. This process of evaluation and feedback is an important part of the requirement to submit formal evaluations (EERs and OERs). There are some simple rules you can follow that will help you in conducting these performance counseling sessions.

##### When to Do It

- o When the Army personnel system requires formal evaluations of soldier performance. To wait until a written report is due, however, is an injustice to the soldier and will probably not have the desired effect on his performance. The leader should provide feedback to the subordinate regarding his performance a minimum of three or four times during the rating period. Soldiers should never be surprised by what is written on their efficiency reports.

##### How to Do It

- o Prepare in advance by reviewing the subordinate's job requirements.
- o Get facts upon which to base your overall evaluation of the subordinate's performance. Continually keeping notes on the performance of subordinates is the most effective way to do this. It is also the most fair way for your soldiers.
- o Give your subordinate enough time to prepare for the counseling session.

- o Set aside some private, uninterrupted time for the session.
- o Welcome the subordinate. Put him at ease.
- o Explain the purpose of the counseling session.
- o Ask the subordinate to tell you about his own performance.
- o Compare this with your evaluation of his performance. If it doesn't match up, back up your evaluation with facts. Focus on performance more than attitude.
- o Get the subordinate to identify ways to improve performance.
- o Make sure the subordinate agrees to take immediate specific action.
- o Keep the talk positive. Don't cut the subordinate down.
- o Write up your evaluation.
- o Follow through on the subordinate's progress.
- o Provide necessary intermediate performance feedback.

How to Know When It's Done Right

- o When subordinate's performance holds steady or improves.

Excerpted from Small Unit Leadership: A Common Sense Approach, by COL Dandridge M. Malone (USA Ret.).

2-5. PERSONNEL UTILIZATION:

a. Primary References:

- (1) AR 600-200.
- (2) AR 614-200.
- (3) FORSCOM Regulation 614-1.

b. Areas of Interest:

(1) Immediate commanders and supervisors are responsible for utilizing soldiers in authorized duty positions which will make the best use of their MOS qualifications in accordance with the utilization priorities established in AR 600-200. If a soldier cannot be properly utilized as defined by AR 600-200, he/she must be counseled and reported to the next higher echelon of command.

(2) First-term soldiers must be utilized in the MOS (3-digit) for which trained. (This includes career progression as depicted in AR 611-201.) If this is not possible (i.e., the unit is over 100 percent in the MOS), the soldier may be assigned to another MOS needed by the command and reported in accordance with AR 600-200. If an opening in the MOS becomes subsequently available, the improperly assigned soldier will be reassigned back to that position.

(3) Selective Reenlistment Bonus (SRB) and Enlistment Bonus (EB) recipients must be utilized in the following priority:

(a) PMOS upon which the bonus was based (includes career progression).

(b) In a MILPERCEN approved comparable MOS (announced by message and published as an appendix to DA Circular 611 Series).

(c) In an MOS directed by the Secretary of the Army.

In order to ensure proper utilization of SRB and EB recipients, it is essential that they be identified in the unit and reported when proper utilization is not possible. (Para 9-20, AR 600-200)

(4) Paragraph 3-4b(8), AR 600-200, provides authorization to utilize enlisted soldiers (except E9) in their PMOS in a one grade lower position to preclude unwarranted PCS moves and to offset grade or space imbalance between overseas and CONUS. When this is done, SEERs submitted must include a statement that the assignment to the lower grade position was approved by HQDA.

(5) An NCO may be utilized at the present pay grade in a specialist position if there are no NCO vacancies available in the current pay grade at same or higher skill levels. (Para 3-4b(7), AR 600-200)

(6) Exceptions to the utilization priorities are authorized only to "meet an urgent military requirement," or to "satisfy an exceptional need for a special temporary duty position." Normally, the period of special duty is limited to 90 days. After 90 days, the individual must be returned to his assigned position for not less than 120 days. The Installation Commander may approve a longer

period of special duty. All special duty must be approved by the Installation Commander, and special orders are necessary for assignment to and relief from special duty. (Para 3-4b, AR 600-200, FORSCOM Reg 614-1, and Ft Ord Reg 614-1)

2-6 PAY ADMINISTRATION:

a. Primary References:

- (1) AR 210-7.
- (2) AR 210-16.
- (3) AR 30-5.

b. Areas of Interest:

(1) Pay Inquiry (DA Form 2142):

(a) Appropriate members of the chain of command will assist the service member in reading and understanding his Leave and Earnings Statement (LES). This should ensure that problems resolvable at the unit level are handled at that level.

(b) If a member has a question or problem that cannot be handled at the unit level, then a DA Form 2142 will be prepared for forwarding to FAO. A member will handcarry the DA Form 2142 to FAO for the following reasons only:

Nonreceipt of paychecks/allotments which might require a Stop Payment signed by the service member.

Clothing Charge Sales Documents.

Responses by member to Pay Inquiries/Pay Adjustments documents originated by the US Army Finance and Accounting Center.

When the signature of the service member is required on counseling statements related to responses to presidential or congressional inquiries.

To meet appointments set up by unit representatives.

(2) Separate Rations:

(a) Policies and procedures for authorization and termination of separate rations can be found in Procedure 9-1, DA Pam 600-8.

(b) All separate rations actions will be documented on a DA Form 4187.

(c) Retroactive approvals for separate rations may only be authorized under the provisions of PP 30131a, DOD Pay & Allowances Entitlements Manual, if the individual was not issued a meal card and separate rations were not authorized due to error or unavoidable delay (i.e., delay caused by absence of service member). Any such action must be fully explained in the remarks section of the DA Form 4187.

(3) Insurance Allotments (E1-E3).

(a) Commanders must ensure that soldiers in grades E1, E2, and E3 are counseled by Unit Personal Commercial Affairs Officer before completing a DA Form 1341 (Jumps-Army Allotment Authorization) for life insurance. (Para 3-10a, AR 210-7)

(b) Commanders of all echelons, down to and including separate battalions and organizations or activities of comparable size and responsibility will designate individuals to serve as Unit Personal Commercial Affairs Officers. These individuals will counsel all E1 thru E3 personnel who purchase insurance on or off post, and who desire to make premium payments by allotment.

(c) E1 thru E3 members must be counseled and DA Form 2056 completed before submitting a DA Form 1341 for an insurance allotment. (Para 3-10, AR 210-7)

2-7. PAY PROBLEMS.

a. Introduction. Military pay is one area where we always have a personal concern. Yet, as we go from pay day to pay day, we do not concern ourselves with the pay system until something is wrong with our pay. If the system is working properly, only one pay complaint is necessary to correct the situation. However, on occasion pay problems have been known to drag on for several months. This lesson will not eliminate pay problems for you or your subordinates but it will give you the resources to avoid the situations where pay complaints originate.

b. JUMPS overview. The Joint Uniform Military Pay System (JUMPS) is the system by which we get paid. Overall the system is not complicated. How much we are paid is based on supporting documents, such as a promotion order. These supporting documents are sent from the unit or the MILPO to the local Finance and Accounting Office (FAO). At finance, the information from the document is coded and sent by electrical means (AUTODIN) to the US Army Finance and Accounting Center \*USAFAC) at Fort Benjamin Harrison, Indiana. Once the change is processed at USAFAC, your pay will be adjusted.. Of course, if the document is wrong, the transmittal of the document to FAO is delayed; if the finance clerk doesn't code properly, or if AUTODIN is not functioning properly, the entire process will be delayed. One point to remember in submitting changes to your pay is

normally a finance office will receive most of the change of pay documents shortly after payday. The reason is fairly obvious. A soldier receives his Leave and Earnings Statement (LES) on payday and realizes there is an error. He submits a pay change on or shortly after payday, as does everyone else. Consequently, the entire system is overloaded at the end of each month. If you can plan ahead, it would be better to submit pay changes at any time rather than on payday for the reasons just mentioned. USAFAC is responsible for producing and mailing paychecks, allotment checks, LES's, and W-2 forms. Let's move on to the entitlement sections and review some of the types of pay you can receive.

c. Entitlements. Entitlements will be covered briefly. The DODPM and AR 37-104-3 cover the entitlements and when they are authorized, in detail.

(1) Basic Pay - paid according to grade and length of service.

(2) Basic Allowance for Quarters (BAQ):

(a) With dependants rate is paid to members with dependents.

(b) Without dependents rate is paid to members without dependents or to one of a married service couple who are authorized, but not furnished, government quarters.

(c) REBATE is a partial rate of BAW without dependents paid to members without dependents residing in government quarters. BAQ entitlements will be covered in more detail during the class lecture/discussion.

(3) Basic Allowance for Subsistence (BAS) normally called "separate rations" is the food costs paid to the service member for meals not consumed in a government dining facility. BAS is normally authorized for members residing with their dependents and senior enlisted NCOs. Policy and authorization for BAS rests with the local commander.

(4) Clothing Allowance is given at two rates. The first rate is for members with between 5 months and 3 years service. The second rate is for members with over 3 years service.

(5) Family Separation Allowance (FSA) is paid when a service member is involuntarily separated from his dependents for longer than 30 days. It is paid to offset the additional cost of family separation.

(a) FSA-I - Paid only when government quarters are not available or assigned, and is equal to the without dependents BAQ rate.

(b) FSA-II - Paid at \$30.00 per month.

(6) Special pays are paid when members are involved in certain assignments or bonus programs, such as hostile fire pay, foreign duty pay, or SRB programs.

(7) Incentive pays are paid to members for performing certain duties. Parachute, flight, and demolititon duties fall into this category.

Now that we've reviewed the types of pay, let's cover the pay elections available.

d. Pay Elections. There are only five pay elections, with an optional partial accrual on four of the elections. The pay elections are as follows:

(1) Check to financial organization is also called Sure-Pay. Under this election, your pay goes directly into your bank or credit union account.

(2) Check to address - self explanatory.

(3) Check to unit election. This need not be changed when a member is assigned to another unit. This check will be mailed to whichever unit he is assigned to according to JUMPS. When a member is in an intransit status, as in PCS, USAFAC will not issue a check.

(4) Cash - self explanatory.

(5) Total accrual - all pay is held at USAFAC.

Partial accrual of the member's pay is available on all except the last pay election. The service member also has the option of payment of once or twice a month. How we elect payment and what we do with our money is our personal business, but how we do it can be affected by JUMPS. The next section covers allotments.

d. Allotments. Appendix A is a list of the types of allotments available, their use, and the number which a member may have. The allotment system deducts a specific amount of money, which the service member designates, from his pay. The money is sent in the form of a treasury check to the activity/individual. The allotment system is an effective tool to use in money management.



e. Leave and Earning Statement (LES). Appendix B is an example of a LES.

(1) The identification section, blocks 1-5, are self explanatory.

(2) Entitlements, block 6, are covered by paragraph 3 of this SR. This is the money to which you are entitled.

(3) Allotment Collections, block 7, are covered by paragraph 6 of this SR.

(4) Other collections, block 8, covers a broad area. Items listed in this section are involuntary collections.

(a) US Soldiers Home (USSH) is collected from each enlisted and warrant officer.

(b) Servicemen's Group Life Insurance (SGLI) - a member may elect a lesser amount of insurance coverage.

(c) Federal (Income) Tax - self explanatory.

(d) FICA (Social Security) Tax - self explanatory.

(e) Casual Payment is a payment made to a member by the local finance office and collected in full during the following pay period. Casual payments are often made for entitlements which were not received, such as pay while in transit, BAQ, and, at time, BAS. A CASUAL PAYMENT IS NOT THE ENTITLEMENT AND WILL BE COLLECTED. Casual payment can be considered a loan for a period of one month.

(f) Debt payment can fall into several areas, such as repayment of advance pay or indebtedness to the government. Debt payments can normally be prorated.

(g) State tax - self explanatory.

(h) Court Martial/UCMJ - self explanatory.

(i) Other collections can be for laundry, clothing charge sales or damage or loss to government property.

(5) Blocks 9 - 38 are self explanatory.

(6) Remarks, block 39, will list administrative changes, such as change of allotments. It will further explain specific items in other blocks or give information which cannot be listed elsewhere, such as where the check was sent.

(7) Finance Office Information, blocks 40 - 50 are for FAO use but there are three blocks you should review.

(a) PEBD, block 44, is the pay entry basic date from which all longevity raises are computed.

(b) ETS date, block 48, should be checked to ensure it is correct, otherwise you may not get paid at the end of the month.

(c) Adjusted leave balance, block 50, is the number of days leave for which you will be paid rations and quarters if you "cash in" your leave. The rate of BAS is \$.70 and BAQ is \$1.25 per day. The rate has not changed.

b. Summary. Military pay is a subject which affects every soldier, but very few soldiers have sufficient knowledge to avoid having problems with finance. This article is intended to be only a guide when dealing with JUMPS. Specific questions should be referred to your local Finance office.

SAMPLE LES

**JUMPS-ARMY  
LEAVE AND EARNINGS STATEMENT COPY 1 - MEMBER**

1. NAME (LAST, FIRST, MI)		2. UNIT ID CODE		3. PAY GRADE		4. PERIOD COVERED	
5. SOC. SEC. NO		<b>NET PAY DUE</b> →				6. SUMMARY	
7. ENTITLEMENTS		8. ALLOTMENT COLLECTIONS		9. OTHER COLLECTIONS		10. TOTAL ENT	
TYPE		AMOUNT		TYPE		AMOUNT	
All entitlements are listed here individually.		Allotments are voluntary collections that are made as requested by member, e.g., insurance premiums, savings bonds and others.		Collections (other than allotments) are listed here. These include casual payments, advance payments, over-payments, FICA, Federal Withholding Tax, State Tax, USSM, etc.		11. ALLY DUES	
						12. OVERDUES	
						13. NET EARN	
						14. DEDUCT	
						15. NET PAY	
						16. NET PAY	
TOTALS							
<b>TAX INFORMATION</b>							
17. STATE TAX YEAR TO DATE		18. FICA TAX YEAR TO DATE		19. FICA TAX YEAR TO DATE		20. STATE TAX YEAR TO DATE	
STATE TAX		LEAVE INFORMATION		ACCRUAL		DEBT	
21. STATE TAX YEAR TO DATE		22. LEAVE YEAR TO DATE		23. ACCRUAL YEAR TO DATE		24. DEBT YEAR TO DATE	
<b>REMARKS SECTION</b>							
<p>The remarks section includes anything that is of importance pertaining to the particular month that cannot be annotated elsewhere. Casual Payments, Advance Payments, allotments and pay option changes, and miscellaneous collections are detailed in this section, as well as actions that may have affected the service member's pay account during the month.</p>							
<b>FINANCE OFFICE INFORMATION</b>							
25. FINANCE OFFICE		26. FINANCE OFFICE		27. FINANCE OFFICE		28. FINANCE OFFICE	

DA FORM 2033 (REV. 1 APR 75) For use of this form, see AR 37-106-2; the preparatory agency is USAFAC. EDITION OF 1 APR 77 MAY BE USED.

TYPES OF ALLOTMENTS

<u>TYPE/ITEM CODE</u>	<u>PURPOSE</u>	<u>NUMBER AUTHORIZED</u>
AER	Repayment of Army Emergency Relief Loans	Multiple
CFC	Combined Federal Campaign Contributions	1
SPT-V	Payment to Dependent	Multiple
FININ	Payment to Financial Institution for Credit to Member's Account	2
FED	Payment for Indebtedness to US (agency other than US Army) and/or Delinquent Federal Income Tax	Multiple
HOME	Payment of Home Loans	1
INS	Payment of Commercial Life Insurance Premiums (Member must be insured on policy)	Multiple
BOND	Monthly Purchase of US Savings Bonds	Multiple
QBOND	Quarterly Purchase of US Savings Bonds (may be initiated in any calender month)	Multiple
REDCR	Repayment of American Red Cross Loan	Multiple
NSLI	Payment of Government Life Insurance Premiums (excluding SGLI)	1
RSFPP	Payment of Retired Serviceman's Family Protection Plan (for retired members serving on active duty)	1
EDSAV	Education Savings Allotment	1

NOTE: Multiple means there is no limit on the number of allotments which the service member may have.

LES

Block 1: Service Member's Name

Block 3: Social Security Number - The "M" in the shaded area of this block means the SSN has been verified with the Social Security Administration and will PERCENT to the right of Block 3 is Net Pay Due, which is the amount of money to be paid at the end of the month.

Block 2: Unit Identification Code - Identifies where service member is assigned. The shaded part to the right for the Training Category Code indicates Reserve Component training pay category code.

Block 3: Pay Grade - Jones is an E-6.

Block 4: Period Covered - The period for which you are being paid.

**JUMPS ARMY**  
**LEAVE AND EARNINGS STATEMENT COPY**

NAME LAST FIRST MI: KINES, BRVANT T  
UNIT: 000AAA  
GRADE: E6  
PERIOD: 01-11 MAY 81

NET PAY DUE: 952.00

BASIC PAY	1172.00	RD	MINI	04	250	00	SOLDIERNON	50
CLOTHINGALW	12.00	00	CYC	02	1	00	ORG	406
SFP-RATE	145.00	00					FEDERAL TAX	107.94
BAD-W/DPP	103.00	00					FICA TAX	73.89
VHA	188.00	00					STATE TAX	142.11
TOTALS	1620.00							198.20

Block 5: Amount Brought Forward - End-of-month payments are cash dollar amounts. The amount shown was brought forward from April.

Block 10: Total Entitlements - All pay due before taxes and deductions are deducted. This amount includes the total from block 6.

Block 11: Allowance Collections - Total of all allowances from block 7.

Block 12: Other Collections - Total deductions from block 8.

Block 13: Net Earnings - Net or take-home pay for the month.

Block 14: End-of-Month Pay - Jones received part of his pay at midnight. This month's pay can be up to one-half of the total monthly net pay.

Block 15: End of Month Pay - Remainder of pay due.

Block 16: Amount to be Brought Forward - Jones will have 16 cents added to his June pay - this will show up in block 5 of the June LES.

Block 6: Entitlements - The money Jones has earned includes basic pay, basic allowance for quarters, clothing allowance, separate rations and variable housing allowance. All pay and allowances earned are listed here.

Block 7: Allowance Collections - Jones has an allotment to a financial institution (FININT) and a donation to the Combined Federal Campaign. An allotment is money that you have agreed finance to take out of your pay.

Block 8: Other Collections - These collections can be either voluntary or involuntary. In this block you will find federal (and state, if applicable) income tax deductions as well as the amount withheld for FICA (Federal Income Contributions Act, better known as Social Security). Other deductions are for Servicemen's Group Life Insurance and for the U.S. Soldiers and Airmen's Home. Advances or casual pay collections, previous overpayments or statement-of-charges collections will also appear.

Block 20: Federal Exemptions - Marital status and number of exemptions claimed by Jones for federal tax withholding purposes. "M" means "married" and "S" means "single".

Block 21: Federal Additional Tax Withheld - Amount of any additional federal income tax withheld at member's request.

Block 22: FICA Wage - Pay subject to FICA tax for the month.

Block 23: FICA Wage Year to Date - Pay so far this year subject to FICA tax.

Block 24: FICA Tax Year to Date - Amount of FICA tax withheld this year.

Block 17: State and Federal Income This Period - Pay that is taxable by the state and federal government for the month. Allowances are not taxable.

Block 18: Federal Income Year to Date - Pay earned so far this year that is taxable by the federal government.

Block 19: Federal Tax Year to Date - Federal income tax that has been withheld from Jones' pay this year.

101 80 5516 00 527 70 M2 1102 80 5516 00 388 85 OMT M2

5516100 71 05 42 M 73 8 30 1 66 9

Block 25: State Code - State in which Jones claims legal residency. He is from Ohio (OH), which has a state tax (T). States with no tax have an "N" after the state abbreviation.

Block 27: State Additional Tax Withheld - Amount of additional state income tax withheld at member's request.

Block 26: State Exemptions - Marital status and number of exemptions claimed for state tax withholding purposes. Entry does not have to match block 20.

LES

Block 28: State income Year to Date — Pay so far this year that is taxable by the state

Block 29: State Tax Year to Date — Amount of state tax that has been withheld from Jones' pay this year

Block 30: Beginning Leave Balance — Number of days' leave Jones had at the start of the fiscal year. Fiscal years begin Oct. 1 and end Sept. 30.

Block 31: Leave Earned — The leave Jones has earned since Oct. 1, 1962. For each full month in a duty status, you earn 2 1/2 days of leave

Block 36: Leave Paid — Total number of days' leave a soldier has cashed in after Feb. 9, 1978. (Not more than 60 days during career.)

Block 38: Monthly Accrual — Amount requested to be withheld and kept in a "savings" account at the U.S. Army Finance and Accounting Center, (USAFAC), Fort Benjamin Harrison, Ind. The money may be withdrawn in whole or in part at any time. Usually this option is used during a war.

Block 32: Leave Used — Leave used since Oct. 1, 1962

Block 33: End Leave Balance — Number of days' leave Jones has left. A minus (-) balance would mean Jones had used leave which was advanced or loaned to him

Block 34: Any leave not accrued because of AWOL or confinement, or because excess leave was taken. You may use up to 45 days' advanced leave without being charged for excess leave taken providing you have enough time left before your ETS to earn that amount of leave. Otherwise, you may use only the amount you will earn before ETS. Any over that will be charged as excess leave.

Block 35: Balance Due U.S. — This is the amount owed to the government for things like reimbursing advanced pay or a prorated report of survey

Block 37: Total Accrual — Total amount of block 36 for the year, minus any amounts you have withdrawn

Block 42: Sex, Service, dual status code — Jones is a male (M), Regular Army (R), has no dual status (N). Dual status might be an enlisted or a warrant officer holding a commission in the inactive reserve. Other symbols include F (female), G (Guard), and V (Reserve)

Block 40: Disbursing Station Symbol Number — Identifies the finance office which maintains Jones' pay account

Block 39: Remarks — Shows pay option chosen and explains changes in service member's pay, allowances and so forth

Block 41: Control number used in printing LES. For use by finance

Block 43: Other Pay Entry Date — This date is used for clothing maintenance allowance and medical/dental pay. If Jones had a break in military service of more than 90 days, the OPED would be the date he came back on active duty

Block 44: Pay Entry Basic Date — The date from which Jones' pay is based. Normally, the date on which you enter active duty. Additional credit is given for time spent in the Reserve Components or in other government service.

NEXT MIDMO/EOM 3RD STATE BK & TR  
 TOLEDO OH 43614  
 ALOT FINING 250.00 BEG MAY83 AMOUNT CHG BY 5077  
 3RD STATE BK & TR 354141777 JONES BRYANT T  
 P.O. BOX 214 TOLEDO OH 43624  
 VHA VHA COMPUTED BASED ON ZIP CODE 20310  
 CR 169/57  
 GUARANTEED DEPOSIT  
 SAMPLE SAMPLE  
 PAYROLL OFFICE INFORMATION  
 5077 010948 MMW 730624 730624 730624 109 830623 432 1.0

Block 45: Basic Active Service Date/Aviation Service Entry Date (for aviation officers) — The BASD is the date Jones came on active duty. ABED is the date when aviation officers graduate from flight school.

Block 46: Total Federal Officer Service — Number of years an officer has held commissioned status.

Block 47: Years of service for pay purposes. Based on the date in block 45

Block 48: Expiration of Term of Service date or latest current enlistment date on June 29, 1983.

Block 49: Adjusted Leave Balance — Leave accrued before Aug. 31, 1978. Before this date, soldiers were paid certain entitlements (Basic pay, BAS, BAQ) if they cashed in any leave at re-enlistment or ETS. Since then, soldiers only receive basic pay for any leave cashed in. The number in block 30 is the number of days a soldier can cash in and receive these entitlements.

Block 49: Payroll number — A code indicating the soldier's accounting fund and his or her unit.

## ALLOWANCES

TYPE	WHAT IT IS/WHO GETS IT	RATES
Basic Allowance for Subsistence	An allowance for meals. Paid automatically to officers. Paid to enlisted members when authorized to mess separately, or when it is impractical or impossible to provide rations in kind (food provided by the Army). Those who are authorized to live outside the barracks generally get BAS.	<p>Officers - \$98.17 monthly.</p> <p>Enlisted Members -</p> <p>When on leave, hospitalized, TDY or when authorized to mess separately: \$4.68/day.</p> <p>When rations in-kind are not available: \$5.29/day.</p> <p>When assigned to duty under emergency conditions where no US dining facilities are available: \$7/day.</p>
Basic Allowance for Quarters	A housing allowance for those authorized to live off-post or for the support of dependents. Soldiers with dependents, unless they live in government quarters, receive BAQ. Also eligible: soldiers without dependents and for whom adequate government quarters are not available; and all single officers and NCOs in pay grade E-7 and above if they decline bachelor housing. A partial "without dependents" rate is paid to single soldiers living in government quarters. This pay offsets the loss of basic pay from the reallocation of pay into allowances in 1977 and 1978. Other unique situations may entitle a soldier to BAQ.	Rates vary based on grade and whether the soldier has dependents.
Variable Housing Allowance	The difference between BAQ and the actual cost of housing. Paid to soldiers in CONUS who draw BAQ and live in an area where the average rent is at least 15 percent more than their BAQ. Congress set aside	Depends on geographic location, pay grade and whether soldier has dependents.

ALLOWANCES (CONT)

TYPE	WHAT IT IS/WHO GETS IT	RATES
	<p>this formula in FY 83 with the current pay cap. Soldiers serving unaccompanied overseas tours and whose dependents don't live in government quarters are paid VHA at the rate for the area in which their dependents live.</p>	
<p>Cost of Living Allowance</p>	<p>Paid to soldiers stationed overseas to offset the expense of living in an overseas area where goods and services are higher than in the United States. COLA is determined by the difference between US and foreign exchange rates.</p>	<p>Based on rank, location of assignment, number of dependents and the average cost of living, other than housing. Rate may be changed or eliminated, based on the area's economy.</p>
<p>Station Housing Allowance (and Rent Plus)</p>	<p>Helps make up the difference between BAQ and the average housing costs in an overseas area. For soldiers living in non-government housing outside of CONUS. Rent Plus is replacing SHA. Under this program, soldiers who rent within established rental caps are reimbursed their actual rental costs plus a monthly utility allowance and start-up/terminal occupancy costs.</p>	<p>Rates vary based on location.</p>
<p>Clothing Maintenance Allowance</p>	<p>An allowance paid to enlisted personnel beginning in their seventh month of active service to replace uniforms.</p>	<p>7 to 36 months - \$8.400 men/\$9.90 women. After 36th month - \$12 men/\$14.10 women.</p>
<p>Family Separation Allowance</p>	<p>Paid to soldiers separated from dependents for 30 or more continuous days because dependents are not allowed to accompany them on TDY or PCS. Allowance is paid to defray unexpected expenses. Type 1 is paid to soldiers regardless</p>	<p>Type 1 - BAQ w/o dependents at your pay grade. Type 2 - \$1 per day - no more than \$30 monthly.</p>



ALLOWANCES (CONT)

TYPE	WHAT IT IS/WHO GETS IT	RATES
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of rank when the soldier is permanently assigned outside the United States, or in Alaska, when movement of dependents at government expense is not authorized, and government quarters are not available. Type 2 is paid to soldiers where dependent travel at government expense is not authorized either in CONUS or overseas.

PAY

TYPE	WHAT IT IS/WHO GETS IT	RATES
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Basic Pay	Pay for soldiers on active duty or inactive duty for training.	Based on pay grade and time in service.
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Hazardous Duty Pay	Incentive pay for performing hazardous jobs such as flight duty, demolition duty, parachute duty, submarine duty, flight deck duty, and experimental stress duty.	Officers - Up to \$200 per month Enlisted - Master diver - \$300 Salvage Diver - \$175 Diver 2d Class - \$100 Scuba Diver - \$100 Combat Diver - \$175
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Foreign Pay	Special pay for enlisted soldiers working in certain overseas areas such as Korea and some places in Germany and Japan.	Varies from \$8 for E-1 to \$22.50 for E-9 per month.
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Overseas Pay	Incentive pay for soldiers in specific skills and grades to extend their tour overseas. DA Circular 614-81-1 contains specific information.	\$50 per month, if alternate incentive is not elected.
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Hostile Fire Pay	Special pay for soldiers normally serving in designated hostile fire areas, not during time of declared	\$65 per month
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PAY (CONT)

TYPE	WHAT IT IS/WHO GETS IT	RATES
	<p>war. Examples of past hostile fire areas are Vietnam and Cambodia. Also, soldiers subjected to hostile fire may be individually certified under AR 37-104-3.</p>	
<p>Proficiency Pay</p>	<p>Special pay for serving in critical skills or special assignments. Three areas as of pro pay include shortage specialty pay, special duty assignment pay and superior performance pay. Currently, only drill sergeants, career counselors and recruiters receive special duty pay.</p>	<p>Career Counselor - \$50 per month                      Drill Sergeant - 0-6 months of duty - \$50                      6-12 months of duty - \$75                      more than 12 months - \$100                      Recruiter - 1-3 months of duty - \$50                      3-9 months of duty - \$100                      more than 9 months - \$150</p>
<p>Aviation Career Pay</p>	<p>Incentive pay for aviation officers and warrant officers to encourage continued service in aviation.</p>	<p>Varies with years of aviation service from \$125 to \$400.</p>
<p>Medical Pay</p>	<p>Special pays for health professionals.</p>	<p>Varies with type of medical specialty.</p>
<p>Bonuses</p>	<p>Special pays for enlistments and re-enlistments of members in the Active and Reserve components. Bonuses are determined by the needs of the Army.</p>	<p>Varies with type of bonus.</p>
<p>Aviation Career Officers Pay</p>	<p>Special pay for aviation officers who extend duty by written agreement.</p>	<p>Based on years of service.</p>

2-8. SDO/SDNCO/CQ INSTRUCTIONS:

a. Primary References:

- (1) AR 30-1.
- (2) AR 220-15.
- (3) AR 630-5.
- (4) FM 101-5.

b. Areas of Interest.

SDO/SDNCO/CQ Instructions:

- (1) The book will be neat and orderly. The book must contain Annex G to AR 30-1.
- (2) The book will include bomb threat instructions.
- (3) The book will include instructions on the processing of emergency leaves, after duty hours sick call procedures, alert notification procedures, and visitor control policy.
- (4) The book should be screened periodically to ensure it does not contain Privacy Act violations.

2-9 FLAGGING ACTIONS/AWOL REPORTING:

a. Primary References:

- (1) AR 600-31.
- (2) AR 630-10.

b. Areas of Interest:

- (1) Suspension of Favorable Personnel Actions (AR 600-31): All commanders, adjutants, first sergeants, PAC supervisors, and PSNCOs will read and implement AR 600-31.
- (2) Administration of Unauthorized Absences (AR 600-31, AR 630-10, AR 680-1, DA Pam 1-2, DA Pam 600-8, and DA Pam 600-8-1): Action required immediately after service member is determined to be AWOL (after 24 hours of absence):
  - (a) Unit commander will conduct an investigation to determine service member's whereabouts.

(b) Unit commander will telephonically notify PMO, AWOL Apprehension Section.

(c) Unit commander will submit necessary information to PAC (if serviced by a PAC).

(3) Action required after SM returns to military control prior to being DFR:

(a) Unit commander will immediately notify PMO, AWOL Apprehension Section.

(b) Unit commander will immediately notify individual that he is pending disposition of his absence.

(4) Article 15 (AR 27-10): Responsibilities:

(a) Be sure control number was placed on Article 15 (DA Form 2627) at PAC.

(b) Verify accuracy of SM's name, rank, SSN, and basic pay as they appear on Article 15 form.

(c) Enter correct date and time Article 15 is offered and sign appropriate space.

(d) Ensure that SM checks items 3, 4, 5, and 6. It is recommended that SM also initial each item checked. Have SM sign and enter date.

(e) If forfeiture is imposed, be sure it is within legal limits. Forfeitures should be expressed in whole dollars amounts.

(f) If any punishment is to be suspended, same should be reflected on the form. Period of suspension should be stated.

(g) If SM appeals, forward Article 15 to legal clerk at PAC. If SM makes a statement as part of appeal, attach an appropriate response/rebuttal.

(h) If minor punishment only is imposed, Part III of Article 15 should reflect whether the action should be filed in MPRJ (field 201 file) or OMPF.

Minor punishment is defined as restriction or extra duty for 14 days or less, CCF for 6 days or less, detention or forfeiture of pay applied for not more than one month, admonition or reprimand, or any combination of the foregoing.

2-10. UNIT MANNING ROSTER (UMR):

a. Primary References:

- (1) DA Pamphlet 600-8.
- (2) DA Pamphlet 600-8-1.

b. Areas of Interest:

(1) The Unit Manning Report (UMR) is an important management tool. Positioning errors on the UMR may ultimately cause erroneous information to be placed in personnel records, and this in turn could adversely affect an individual's chances for promotion selection, schooling, special assignment, etc. Incorrect UMR entries may also cause erroneous submission or nonsubmission of efficiency reports. To preclude this, the UMR must accurately reflect actual personnel utilization and should be posted daily or as changes occur. (DA Pam 600-8-1)

(2) Normally the Unit Manning Report is the source document for Item 35 (Records of Assignments), DA Form 2-1. However, when individuals do not occupy authorized UMR positions or when the UMR position is not descriptive of duty actually performed, the unit must report principal duty and DMOS to the MILPO. DA Pam 600-8 contains a sample DF which will be used for this purpose.

(3) The Unit Manning Report (UMR AAC-C07) provides information that will assist the commander in determining if enlisted personnel are being properly utilized. It is also used in preparing the Unit Status Report (USR). It should be noted that this is one of the most important documents for personnel management that the unit commander has. For units under PAC, it is a commander's responsibility to ensure that the UMR at the PAC, unit, and MILPO is kept current at all times. The UMR is one of the basic documents utilized by the MILPO to assign personnel to your unit.

2-11. MEAL CARD CONTROL:

a. Primary References:

- AR 600-38.

2-12. PREGNANCY AND FAMILY CARE COUNSELING.

a. Primary References:

- (1) Para 5-35, AR 600-20, Pregnancy and Family Care Counseling.
- (2) Para 1-4p, AR 614-30, Oversea Service.
- (3) Chapter 8, AR 635-200, Separation of Enlisted Women - Marriage or Pregnancy.
- (4) Procedure 9-6, DA Pam 600-8, Family Care Counseling.

b. Commander must identify:

(1) All officer personnel with less than 3 years active federal service and all enlisted personnel, regardless of years in service, in the categories listed below:

(a) Army members who are married to other service members and have minor dependents (under age 18).

(b) Army members who are sole parents or sole guardians of minor dependents. This includes members having sole custody of dependents because of divorce, legal separation, spouse is not residing permanently with member, or spouse is not capable of self-care.

(c) Army members who are married to other service members and have responsibility for the care of dependents who are unable to care for themselves (e.g., handicapped, infirm), regardless of age.

(e) Family Care Report is produced monthly by the MILPO to assist commanders in identifying sole parents.

(2) Enlisted women who have been determined to be pregnant.

c. Commanders must initiate:

(1) For Family Care Counseling:

(a) Counseling Checklist for officer personnel (DA Form 4972-R, Jan 82) in two copies IAW reference a(2) above.

(b) Counseling Checklist for enlisted personnel (DA Form 4973-R, Jan 82) in two copies IAW reference a(2) above.

(c) Family Care Plan (DA Form 4974-R, Jan 82) in two copies IAW reference a(2) above.

(d) Consult references to determine required actions and to keep abreast of changes.

(2) For Pregnancy Counseling:

(a) Pregnancy Counseling Statement and Pregnancy Counseling Checklist in four copies IAW para 8-6a and figure 8-1 of reference a(3) above.

(b) Consult references to determine required actions and to keep abreast of changes.

2-13. FILES:

a. Primary References:

AR 340-2.

b. Areas of Interest:

(1) All sections maintaining functional files are required to have the list of selected file numbers approved by the unit's records management officer.

(2) Files will have complete disposition instructions and be labeled in accordance with AR 340-2.

2-14. PUBLICATIONS/FORMS:

a. Primary References:

(1) AR 310-1.

(2) AR 310-2.

(3) DA Circular 310-Series.

(4) DA Pamphlet 310-Series.

(5) FORSCOM Regulation 310-Series.

(6) FORSCOM Pamphlet 310-Series.

(7) AR 380-5.

b. Areas of Interest:

(1) Commanders of units will review their DA Form 12-Series at least every six months to ensure that publications requirements are accurate and current.

(2) All staff offices, directorates, and units will requisition local publications from the local AG publication stockroom on a monthly basis using DA Form 17 and 17-1.

(3) Commanders will ensure that publications on hand are current and changes posted in accordance with DA Pam 310-13.

(4) Only blank forms account holders are authorized to requisition blank forms from the AG publications stockroom using DA Form 17 and 17-1.

(5) Para 3-18b, AR 310-2 authorizes account holders to stock blank forms not to exceed a 60 day level. Each month account holders may submit a regular requisition for blank forms to the AG publications section.



### Section 3. NBC ROOM

#### 3-1. PRIMARY REFERENCES:

- a. AR 220-58.
- b. FORSCOM Supplement 1 to AR 220-58.
- c. AR 40-3.
- d. FORSCOM Regulation 350-1.

#### 3-2. NBC READINESS (Administration):

- a. NBC officer, NCO, and enlisted alternate should be school trained.
- b. NBC Defense Teams should be appointed for each radiacmeter, automatic chemical agent alarm system, and chemical agent detector kit authorized, except those specifically designated for training.
- c. Unit should have NBC Defense SOP.
- d. Optical inserts should be on hand or on order for personnel with requirement for optical inserts.

#### 3-3. NBC READINESS (Training):

- a. Annual Mask Confidence Exercise. (FM 21-48)
- b. Vehicle operators and members of towed crew-served weapons teams will be trained in the operation of the NBC M11 Decontamination apparatus.

#### 3-4. MAINTENANCE MANAGEMENT IMPROVEMENT PROGRAM:

- a. TAMMS: Maintenance records will be kept for all NBC equipment authorized by MTOE/TOE.
- b. Calibration: Calibration certification will be current on all radiac equipment as prescribed by applicable TM/TB.
- c. Equipment Maintenance: Operators and organizational maintenance will be conducted as prescribed in applicable TM and/or SB.

3-5. MANAGEMENT AND ACCOUNTABILITY OF ARMY MATERIAL:

a. Equipment authorized by TOE/MTOE/CTA should be on hand or on order.

b. TOE/MTOE/CTA equipment on DA Form 2062, Hand Receipt, should be on hand receipt or properly accounted for.

#### Section 4. UNIT MOBILITY

4-1. PRIMARY REFERENCES:

FORSCOM 55 Series Publications.

4-2. BATTALION AND/OR COMPANY MOVEMENT PLAN MUST: (CONUS Units)

- a. Establish air, sea, and rail movement plans as separate annexes.
- b. Keep on hand the original of the entire movement plan.
- c. Be revised annually; load cards should be in pencil.
- d. Provide the ITO a copy of the annual revision.
- e. Make vehicle load cards a part of plan.
- f. Appoint a nondeployable member of unit to sign for station property when unit is deployed.
- g. Keep a list of equipment shortages.
- h. Ensure an adequate number and type of conex inserts are identified.
- i. Require a dependents briefing semiannually.
- j. Establish a dependent alert notification system.
- k. Establish specific instructions for actions in the marshaling area.
- l. Designate vehicle load areas.
- m. Ensure that plans include the shipment of "A" bags on pallets.

4-3. BATTALIONS AND SEPARATE COMPANIES MUST APPOINT:

- a. One movement officer and alternate.
- b. Two six-man school-trained load teams, one for air and one for rail. (Both teams can be the same personnel).
- c. One crating and packing team.

4-4. NOTES:

a. Ensure worksheets account for all TOE equipment, common allowances, and expendables. Spot check by counting vehicles loaded vs TOE.

b. Check load inventories, worksheets, and vehicle load cards; equipment should match; forms filled out completely (pencil is OK).

c. Number all loads consecutively.

d. Ensure blocking and bracing requirements reflected in COMPASS report match those in movement plan.

e. Vehicles and aircraft should not be loaded overlength, overgross, or overcube.

f. Check accuracy of calculations on worksheets, load plans, and load cards.

g. Plan for movement of personnel.

Section 5. MEDICAL

5-1. PRIMARY REFERENCES:

- a. AR 40-5.
- b. FM 21-10.
- c. TB MED 501.
- d. SC 6545-8-CL-D27.

5-2. AID STATION OPERATIONS:

a. Conduct inventory of required reference publications and ensure that these publications are current IAW the DA Pam 310 series.

b. Ensure that only authorized drugs are maintained and dispensed during the conduct of sick call.

c. Management and Accountability of Army Material (AR 20-3).

(1) All Sets, Kits, and Outfits will be hand receipted to the user (Med Plt Ldr/Plt Sgt, or Sec Sgt).

(2) Each separate Set, Kit, and Outfit will have a component listing (Packing List). This list is extracted from SC 6545 IL VOL 2 and is kept in each container with the medical items and supplies.

(3) Commanders should conduct a per joint inventory of all components of the Sets, Kits, and Outfits not less than semi-annually and upon change of hand receipt holders. (AR 710-2 and TM 38-L22-12)

(4) Review the Aid Station's document register for accuracy and quality assurance during the inventory inspections. (AR 710-2 and TM 38-L22-12)

(5) Conduct a review of the Quality Assurance (5x8) Cards of the 6505 items contained in the Medical Sets, Kits, and Outfits to ensure that no outdated potency dated drugs are maintained. (AR 40-61 and LOI, DSO, SUBJECT: Accountability of Expendable/Durable Components of Medical Sets, Kits, or Outfits, dated 7 July 1980)

(6) Conduct quality assurance testing to determine if the medical personnel know how and when to use each item of equipment and supplies contained in the Sets, Kits, and Outfits. For assistance in this testing, utilize the assigned Physician Assistant, or contact the Division Surgeon's Office for technical personnel support.

(7) Conduct inspections to determine if the Aid Station is maintaining an additional 10 day Field Supply of expendable medical material as required by FORSCOM Reg 350-1.

5-3. FIELD SANITATION TEAMS:

a. Each company size unit will have a Field Sanitation Team consisting of two EM, one of which must be an NCO. Each team member and the NCO will be school trained and be appointed on orders by the commander.

b. Each FST will maintain a copy of the following reference publications: AR 40-5, FM 21-10, TC 8-3.

c. Commanders should conduct a quarterly inventory of the Field Sanitation Team's required equipment and supplies.

d. The Field Sanitation Team should inspect the unit's water trailers whenever directed by the commander to ensure that the interior of the tank is safe for storage of potable water and that no water is stored in the tank until just prior to its use on a mission.

5-4. HEARING CONSERVATION: (TB Med 501)

a. Commanders will maintain a copy of the two references listed above.

b. Each individual assigned to the unit will be issued a pair of ear plugs and a carrying case.

c. Hearing Protection Education Program:

(1) All personnel who work daily in a noise hazardous area will be tested annually.

(2) A list of these personnel will be maintained by the unit. (Para 5a(6), TB Med 501)

(3) All personnel upon assignment will receive an initial education on the dangers of hearing loss. Guidance for promoting this program is in part contained in para 10b, TB Med 501.

d. Warning signs or decals will be placed at the following locations:

(1) At the entrance to motor pools and other buildings which have been designated as a noise hazardous area.

(2) Inside maintenance shop facilities which have been designated as a noise hazardous area.

(3) Warning decals will be affixed to all gamma goats, 2-1/2 ton and above, and all engineer equipment (generators). The decals will be placed where the operator and his passengers can see the warning sign.

Section 6. SUPPLY

6-1. PRIMARY REFERENCES:

- a. AR 15-6.
- b. AR 190-11.
- c. AR 190-51.
- d. AR 210-130.
- e. AR 630-10.
- f. AR 638-1.
- g. AR 638-40.
- h. AR 700-84.
- i. AR 703-1.
- j. AR 710-2.
- k. AR 710-3.
- l. AR 725-50.
- m. AR 735-5.
- n. AR 735-11.
- o. CDA Pamphlet 18-1.
- p. DA Pamphlet 310-1.
- q. DA Pamphlet 710-2-1.
- r. DA Pamphlet 710-2-2.
- s. FM 10-14.
- t. FM 10-14-1.
- u. FM 10-14-2.
- v. FORSCOM Regulation 700-2.
- w. FORSCOM Regulation 700-3.



6-2. CHANGE OF COMMAND INVENTORY.

The change of command is an element in a company commander's tenure that he will have to deal with twice - once as incoming and again as outgoing commander. Extensive preparation must be done for both. The former is more important because at that time one lacks the experience and sometimes the particular expertise in a certain area of interest.

We shall first address the change of command inventory and the preparation that must precede it in order that the inventory be conducted successfully.

The incoming commander must first of all meet with the battalion commander to receive guidance on such things as dates within which the inventory can be conducted and any particular problem areas, in terms of supply and personnel, that should be looked at closely. Also guidance will be given on what combat service support agencies can render assistance. As a minimum one should seek the advice of the property book officer, the parent unit's higher echelon S-4 or logistics team, and the battalion S-4. Seek any local SOP's and policy letters dealing with the subject of the change of command. Appropriate Army Regulations, supply bulletins, and equipment technical manuals should be obtained to assist one in his inventory. Thoroughly familiarize yourself with AR 710-2 and AR 735-11.

Once all of this is accomplished, go to see the outgoing commander. This visit should be cordial, open, and should address the company and specifically the inventory. An inventory schedule should be done at this time also. Chances are that the outgoing commander will already have one prepared. If this is the case, then finalize the schedule and prepare to begin. Before leaving, obtain a copy of the automated property printout listing of the unit. You will need to use this listing as a way of confirming the correct number of end items as well as serial numbers.

A suggestion is inserted here to facilitate the inventory. On a sheet of legal paper place the property information as a heading above columns and record quantities, serial numbers, remarks, etc., as appropriate. See the following chart:

LINE NO	NOMENCLA	PB	QTY	INV QTY	SER NO.	REMARKS
A00000	ACCY KT	17		15	NA	2 ea in Sup Rm (not seen)
B0000	BAYONET, M8	88		88	NA	
C00000	CHRGR, RAD	2		1	62182	1 ea DS Maint JO# LB8160

This is an inventory aid that can be effectively utilized on all equipment except arms and items of a large quantity. The property printout can also be used almost as effectively.

All like items should be inventoried at the same time. This ensures accountability. All individual hand receipts must be updated and signed upon completion of each single inventory. This ensures liability. All property adjustments and accountability documents must be completed before the property hand receipt is signed. This leaves the incoming commander with no pending property transactions.

It is the responsibility of the outgoing commander to have the property available and the hand receipt holders present. The incoming commander should physically see every piece of equipment, inclusive of those items that are turned in for repair, BII and subcomponents of sets. He is in no way obligated to sign for any property that is not physically seen. The outgoing commander must initiate, execute, and complete all property transactions, i.e., reports of survey, statements-of-charges and the like. The incoming commander must ensure that this does, in fact, get done.

Once the incoming commander is fully satisfied that he has seen every item of organizational and installational property, all furniture, and all CTA 50-900 and that all property transactions have been completed, he can then sign the unit property book with assurance that all is in order. We cannot emphasize enough that the change of command inventory should be a complete 100% nuts and bolts inventory down to the last screwdriver. The outgoing commander must provide documentation showing accountability for ALL shortages.

### 6-3. PROPERTY ACCOUNTABILITY - ANOTHER VIEW.

(EXTRACT FROM ARMY LOGISTICIAN, MARCH, APRIL, 1981)

#### The Change-of-Command Inventory

If you have just taken command of a unit, the first thing you must do is to find out what you are supposed to have. This can be a very time-consuming task, especially if you must sign for a large amount of equipment.

First, you need to consult the property book to determine what you are signing for.

Next, you need to determine which individual equipment items have separate components. To determine this, refer to the current supply catalog listing. Make a list of the lines you will look for. If you have unique equipment - such as that of a headquarters and a company - you may have difficulty getting the appropriate listings.

Even common equipment - such as filing cabinets - can be difficult to inventory. You probably will sign for several of these. If your unit is like most, there are several different kinds of filing cabinets, but these six or seven different cabinets (each with a different stock number) are listed under a single line number. The price ranges from \$50 to \$750 each. And what about the odd-looking chair in your office? Is it really the one whose stock number is listed in the property book, or will you identify it merely through a process of elimination?

You don't need to put your hands on each item during the inventory, for this time-consuming task would interfere with your more important command duties. If you have just updated the sub-hand-receipt for an item, you need only confirm the quantity on your spread sheet. \*See Sample Spread Sheet.

Some equipment is very hard to control and therefore, may cause you difficulty. You may want to actually see 100 percent of the equipment you consider hard-to-control. If a piece of equipment in this category has a serial number, verify the number on the hand receipt.

Some equipment should be inventoried monthly. This includes equipment that is small and thus easily lost or stolen. In this category are tool boxes and basic issue list items. Monthly inventories should be conducted by the sub-hand-receipt holder and given to the supply room. You should spot check these inventories to make sure they are complete.

Another way you can maintain good property accountability is to update your sub-hand-receipts. You will normally do this whenever there is a change of sub-hand-receipt holders, but you may direct the update at any time. Again, you should keep your spread sheet handy, making sure the quantities still match. Resolve problems immediately.

Attempting to maintain good property accountability in spite of the seemingly constant changes among classes of supplies presents another challenge to you as commander. Components that are expendable items this month may become durable ones next month, or vice versa. Often, there appears to be no reason for a particular change in expendability code. For example, a hex screw costs \$.05 and is classified "durable" while an oscilloscope for a special electronic equipment repair van (SEER 1968) costs \$1,880 but is classified "expendable."

Supply class changes often are unannounced, and you probably will not have time to check the Army master data file each month to see if an item has changed classes. Supply catalogs are also revised periodically. If you're lucky, you'll be able to get a copy of the revised edition, turn in items that were deleted, and order new ones to replace them. However, you will be more realistic to expect that you won't get the next version promptly or that, if you do, your inexperienced supply personnel won't know what to do with it. There will be equipment excesses because tools weren't turned in that should have been. Later a survey may be submitted against you for errors that were beyond your control.

The moment all equipment is surveyed, shortages should be noted in shortage annexes and replacement tools should be ordered. Be advised that these two tasks may present difficulties due to the volume of required notations and the shortage of supply personnel. Remember, during a survey the supply room must continue to carry on its daily supply task of surveying other lost or damaged tools, replacing equipment lost through normal wear and tear, and receiving and issuing newly issued tools. Neither you nor your supply sergeant can ignore everything else to concentrate on the survey.

#### Reporting Losses

As soon as you discover a shortage, initiate property accountability action. Of course, you should give the sub-hand-receipt holder time to attempt to find the "lost" property. As a rule, if the property isn't located within 3 to 5 days of diligent search, you can consider it lost.

You need to accept the fact that a certain amount of equipment is going to be lost; that's to be expected as the normal cost of doing

business. You could perhaps eliminate losses by instituting extremely tight controls, but those controls probably would be more expensive than the property you would save.

Your worries would be fewer if you could expect to have well-trained and highly motivated supply sergeants and supply clerks. Unfortunately, the tables of organization and equipment do not authorize personnel numbers adequate to handle the multimillion-dollar volume of equipment that goes through the supply room. Since there aren't enough authorized supply personnel, you'll have to cross-train personnel from other military occupational specialties. To complicate matters further, you can expect your supply sergeant to change at least once during your 18 months of command. Consequently, ultimate responsibility for property will fall on you. Routine surveys will help prevent your losses from becoming too great.

Somewhat different than actual losses of property discrepancies - what we may call cases of mistaken identities. At least one time during your command inventories you will probably discover an item that isn't listed on the property book. Maybe that strange chair in your office turns out to have a stock number that isn't listed in your records and thus belongs somewhere else. To avoid paying for the chair that isn't there (but probably is in another company commander's office), you can file an administrative adjustment report and get credit for the chair. Administrative adjustment reports can be used even if the two items - in this case, the two chairs - differ greatly in cost.

#### Excess

You may wonder how there could be excesses in a tight supply system, where it is more likely that property will be taken than given. Generally, there are four reasons for excess: lack of records, changes in supply class, deletion from a supply catalog, and discovery of "lost" property.

Sometimes equipment that enters the supply system is not recorded. For example, some property comes in through the class IX system. This source accounts for but a small portion of the total excess.

Other equipment experiences a change in supply code, changing from "expendable" to "accountable." Microfiche, for example, one time was considered expendable and most units received large quantities. Now that it is an "accountable" item, microfiche received before the change appears as excess.

Other times, a particular tool is deleted from the supply catalog. Although normal procedure is for the tool then to be turned in, often it is left in the supply room. Thus, it appears as an excess.

But the most common source of excess is the discovery of items that had been reported missing (and perhaps paid for) during a previous survey. After being reported missing, the items were deleted. Consequently, once rediscovered, the found equipment would be labeled "excess."

There are several ways you can handle excess equipment. No matter how carefully you have inventoried, occasionally an item that appears to be excess really isn't. I recommend that at first you have the sub-hand-receipt holder sign for and retain the excess equipment until you determine with certainty that it is excess. In the course of investigation, you may discover that the equipment belongs to someone in (or even outside) your company.

Take, for example, an inventory of tents. Suppose during an inventory a commander determines that he has two more general purpose medium tents than he is supposed to. Later, while training in the field, he learns from his food service sergeant that those two tents actually belong to another company. Had he listed those two tents as excesses, he would then be short two tents.

As commander you periodically should review your excesses. This will help you decide which items are true excesses and which are not. You should be advised, however, that in spite of the good reasons I have given for slightly delaying the reporting of excesses, you will be held liable for them during an annual general inspection. So do turn them in as soon as you are certain they are excesses.

Most commanders do not account for excess equipment. No one is signed for it, no one maintains it, and therefore no one is responsible for it if it is lost or damaged. Although onhand quantities always match the authorized amount, there's one problem. If you ever do need the excess equipment that is in your system, you'll have to perform a survey. That takes time, and you may need the equipment immediately. I have found that by sub-hand-receipting all excess and recording the actual onhand quantities on the spread sheet, I can better maintain control.

As commander, your role in managing property accountability will be an important but difficult one. There are no easy solutions, no magic answers. Having read these words of advice - another commander's view of property accountability - at least you may better understand the complexity of the problem. Now it's up to you to establish a property accountability program that works.

ITEM	LINE NUMBER	# Auth # Required HR # 2 HR # 4 Supply HR					REMARKS
BINOCULARS M17	L0894	4	3	1	1	3	turn in excess

\*(Sample spread sheet)

6-4. PRE-INVENTORY CHECKLIST.

Receive battalion commander guidance.

Receive property book officer S4 orientation.

Study regulations and directives.

Review assigned property.

Determine valid shortages.

Prepare master inventory packet.

Balance commander and user hand receipts.

Recall all unit property.

Coordinate with battalion staff.

Publish change of command notice.

Verify component listings.

Perform special pre-inventory.

Determine relief from accountability.

Confirm active work orders.

Confirm requisition statuses.

Freeze unit property account.

Publish letter of instruction.

6-5. INVENTORY CHECKLIST.

Inventory organizational property.

Inventory station property.

Inventory organizational clothing and individual equipment.

Inventory prescribed load list.

Inventory basic load ammunition.

Inventory basic load ration.

Perform daily reconciliation.

Cross-level overage.

Turn in excess.

Initiate relief from accountability.

Initiate disciplinary action.

Initiate commendations.

6-6. RECONCILIATION CHECKLIST.

Insure that unit property is assigned to responsible individuals.

Verify that relief from accountability actions have been taken.

Verify all supply documentation.

Sign commander's hand receipt.

Prepare after-action report.

Brief battalion commander.

Brief commanding general or his representative.

Take command.



6-7. CONDUCTING THE CHANGE OF COMMAND INVENTORY.

(EXTRACT FROM ARMY LOGISTICIAN, MARCH/APRIL, 1981)

by CAPTAIN JON H. MOILANEN

Every commander realizes the arduous tasks involved in a change of command. Because of the current emphasis on property accountability, the commander must take specific actions. Before each change of command, a joint inventory by the outgoing and incoming commanders will insure that all of the unit's property is assigned to responsible individuals and that all equipment authorizations are correctly documented. Let's examine inventory procedures where the property book is maintained above company level.

The process begins when an officer is notified of his selection for command. The battalion commander gives him specific guidance on conducting the change of command inventory. A reasonable amount of time, usually about 15 days, is allotted to inventory the unit's property. The incoming and outgoing commanders must formulate a joint inventory plan that assures 100 percent property accountability.

Here is a systematic method of accomplishing a change of command inventory. It is a three-phase program covering preparation, inventory, and reconciliation. Proper preparation, the first phase, is necessary to insure an efficient inventory.

The incoming commander should compile a master inventory packet for efficient reference and record. The packet should contain an updated component listing on a Hand Receipt, DA Form 2062, for every hand receipt item. The master inventory packet gives the incoming commander a separate historical record of the joint inventory. Footnotes can be added to the component listings before the inventory to reflect ongoing actions such as requisitions and property loss or damage reports that were filed before the inventory. During the inventory, problems such as equipment can be noted for future reference.

Next, he balances the commander's hand receipt against the user hand receipts to insure that all of the unit's property is assigned to responsible individuals. When he performs this initial balance of hand receipts, the incoming commander can write the individual hand receipt quantity in the balance column on DA Form 2062. The sum of the user hand receipt quantities must equal the commander's hand receipt quantity.

Relief from accountability actions should be noted on the component listings as they occur so the incoming commander can confirm all of the necessary accountability measures have been taken before he signs the commander's hand receipt. The efficiency of reconciliation

can be improved by listing supply information such as expendability, recoverability, or supply class in the description column of the DA Form 2062.

The incoming commander can obtain technical assistance on inventory procedure from the property book officer and the battalion supply officer. The physical security officer of the provost marshal's office is a valuable source for aid in evaluating the security of the unit's property, and the adjutant and the supply officer can help locate needed equipment publications.

The first step for the outgoing commander is to insure that all of the unit's property is present for the joint inventory. Validated work orders must be available for any equipment that is in maintenance and not physically present for the inventory. This equipment must be available for inspection at the maintenance site.

The outgoing commander conducts a special inventory before the joint inventory. This allows intermediate supervisors and equipment users to confirm the status of the unit's property for which they are responsible. All temporary hand receipts are adjusted at this time to consolidate recent property transactions.

The outgoing commander must initiate immediate relief from accountability action for property loss or damage that requires further investigation. When there is no apparent negligence, as defined in AR 735-11, a Government Property Loss or Damage Report, DA Form 4696, may be used to account for the property in question.

Once the outgoing commander is satisfied with the special inventory, the battalion supply officer freezes the unit property account as much as possible so that property transactions cause minimal disruptions during the joint inventory.

The outgoing commander, in conjunction with the incoming commander, should publish a letter of instruction for the change of command inventory. This letter should explain the joint inventory procedure, individual and supervisor responsibilities, inspection locations, daily reconciliation procedures, relief from accountability actions, and points of contact for assistance.

Before beginning the joint inventory, the incoming and outgoing commanders brief the battalion commander and key unit personnel on the inventory plan. This insures a clear understanding of the inspection sequence and gives the battalion commander the opportunity to comment or give additional guidance.

Property is segregated primarily into three major categories for inspection during the inventory. They are organizational property, installation property, and organizational clothing and

individual equipment. If the outgoing commander is responsible for a prescribed load list, these items are also inspected. The outgoing commander must insure that all equipment is displayed according to the layout plan and that the equipment users and their supervisors are present with their hand receipts.

Each item to be inventoried should be accompanied by a current component listing and an updated publication with illustrations of the item. If no illustrations are available, a specific description of each item, including its dimensions, should be noted on the component listing of the master inventory packet.

Equipment loss or damage must be investigated as it is discovered and a liability determination made. Also, equipment that has been maintained exceptionally well should be noted in the master inventory packet for subsequent commendation of the responsible individuals.

Sensitive items must be inventoried by serial number and unit marking and should be identified on the master hand receipt and component listings with an asterisk. Military firearms secured in Government facilities require special attention as sensitive items as stated in AR 710-2. The individual weapon receipts (DA Form 3749) can be prepared with the incoming commander's signature to become effective after the change of command. The unit's special physical security requirements for sensitive items should be reviewed during the inventory to verify that all property is maintained within the established physical and procedural safeguards. The inventory should confirm a standard unit marking system that conforms to regulations and directives.

An inventory of a unit's organizational clothing and individual equipment is best done with a single prescribed layout using the Organizational Clothing and Equipment Record, DA Form 3645. Since no individual unit marking is authorized on most of these items, fixing individual responsibility is difficult unless the entire assignment is inspected at one time. This inventory should include any supply room overage authorization. Fair wear and tear usage should be noted for future direct exchange of the items with the central issuing facility.

A reconciliation should be done after each day of the joint inventory. The incoming and outgoing commanders review the component listings of the master inventory packet and the commander's hand receipt and act on any discrepancies. Overages are identified at this time for cross-leveling to fill valid shortages, and any excess property is prepared for turn-in. Excess property should be turned in within 10 days after it is identified.

When property loss or damage is found during the joint inventory, a report of survey must be made. An investigation to

resolve any question of liability must be conducted. Once this is accomplished, relief from accountability action is initiated.

Minor hand receipt adjustments, such as serial number digit corrections, should be made on an Inventory Adjustment Report, DA Form 444, for accountability under DLOGS. Otherwise, corrections are simply noted on all records, including the property book.

At the end of each day of the inventory, the milestones should be reviewed to insure that distractions do not alter the inventory schedule. Special situations that arise should be handled at this time so that they have a minimum impact on the inventory timetable.

The post-inventory reconciliation is the final phase of the change of command inventory process. The incoming and outgoing commanders, with a final balance of the users' hand receipts against the commander's hand receipts, confirm that all unit property is accounted for. The master inventory packet is reviewed at this point to insure that all property is assigned to responsible individuals and that valid supply documentation exists. All relief from accountability actions are verified and disciplinary actions taken where negligence is identified. Personnel who demonstrate exemplary property maintenance and accountability practices should be commended.

When the incoming commander is completely satisfied that he has accounted for all of the unit's property, he signs the commander's property hand receipt. The incoming and outgoing commanders then prepare a joint after-action report on the change of command inventory and brief the battalion commander on the inventory results. The commanding general is provided a report of the inventory before the change of command takes place.

A change of command joint inventory using a three-phase program and a master inventory packet is one systematic approach to insuring 100 percent property accountability. Inventory methods will vary, but any sensible procedure must be based on a foundation of conscientious supply discipline that fixes responsibility and enhances prudent and efficient resource management. A clear and firm program of property inventory and maintenance strengthens the fundamental professional standard of property accountability.

#### 6-8. MAINTENANCE OF SUPPLY MANAGEMENT.

Supply management is an ongoing process that must be carefully orchestrated and closely monitored.

An internal supply SOP must be established if one does not already exist. This SOP should parallel and also augment the one of the higher headquarters. The SOP should be all inclusive of all supply operations as much as possible. It should delineate

responsibility and those personnel that are responsible. It should cover the frequency and scheduling of inventories by type. Specifically and perhaps most important, it should cover those actions that will be taken to recover and/or account for any lost or damaged equipment. These facts must then be disseminated to the soldiers formally and then through the chain-of-command. Those elements of the SOP that relate to soldier liability should be included in the commander's reading file. This facilitates the new soldier in obtaining this information that is to his benefit, as well as the benefit of the unit.

If a supply SOP is already in existence, then the task becomes much easier. All one then has to do is study it thoroughly and only institute those changes that will put supply operations in accordance with his way of doing things.

Maintenance of supply management is a sometimes complex operation within itself. One has to contend with the normal day to day distractors, unscheduled events, and some scheduled events that will interfere with inventories and inspections. When these occur reschedule the inventories at the earliest opportunity. Property is not to be neglected. It must be continuously accounted for and any losses acted upon expeditiously.

#### 6-9. TIPS FOR MANAGEMENT.

There are many ways of keeping abreast of unit supply. We will discuss a few.

A quick way of conducting linen and bedding inventories is to count what is on hand in the supply room (that which is signed for by the supply sergeant) and then count those that are signed for on hand receipts by the individual soldiers. The two should equal out to the total amount signed for by the commander. Another method which ensures total accountability is to have the Supply Sergeant sign for all lines, etc., and have him subhand receipt from the supply room to individuals. Remember that hand receipt monitoring does not take the place of eyeball inventory which should be done periodically by you personally.

Ten percent inventories, if not imposed by a higher headquarters, should be implemented at unit level. This is where all the individual lines of property listed on the property book are divided into approximately ten equal groups. A group is inventoried every month, thus 100% of the property is inventoried every ten months. This inventory is in addition to regularly scheduled inventories and post-operations' inventories. Of course one inventory can be substituted for the other if the two occur almost simultaneously.

Unannounced inventories tend to keep personnel conscious of supply. These should be done at random and completely unannounced. The imminency of a surprise inventory causes soldiers to better account for their items of equipment. This should not be done to excess and should never interfere with the soldier's training.

These are but a few ways for managing supply operations. There are many more, such as inventoring by platoon or section, type equipment, etc. Use what works in the particular type unit.

#### Training of Personnel

The MOS, 76Y, denotes a soldier trained in supply. Like any specialty it has to be refined in the unit. This is especially true of supply personnel who have worked in jobs other than unit level. These personnel have a basic working knowledge of the MOS, but guidance must be given as to your particular desires. The supply personnel must know what forms and records are to be only approved by the commander. They should know what supply distribution must be viewed by the commander and on the other hand what need not.

Supply personnel must also be MOS qualified. Their job books must be monitored. They should be sent to the Primary and Basic Leadership Courses (PLC and BLC). They should also be sent to any local supply courses offered. The training of service support personnel is often neglected in combat units. To make that unit more combat effective, service support personnel should be trained with as much zeal as combat personnel. The unit will reap the rewards.

#### Summary

In summation, as stated from the outset, this publication is not designed as an attempt to make one an expert in supply. It gives some ideas and some basics from which to work. Army Regulation 710-2 gives "policies and operating procedures for requesting, receiving, accounting for, stocking, storing, issuing, and turning-in of supplies and equipment." It also gives and explains the applicable forms and records concerning supply and serves as the basic regulation from which to conduct supply operations.

#### 6-10. AGI INSPECTION LISTS.

This checklist is consolidated from some AGI inspection lists. It may help you keep track of things. You may find it necessary or helpful to make your own checklists for different areas of interest (i.e., Training: Mandatory Training Subjects/Schedules).

BMO:

Clean/Repair all shops, parking areas  
Clean/Repair all offices  
Inventory PLL  
Turn-in excess PLL  
Requisition O-Bal PLL  
Validate ALL - 14's against vehicle  
Validate ALL - 14's against PLL for valid requisition  
Order BII shortages  
Mark all BII  
Post Safety Signs in Shop Areas  
Post Hearing Conservation Signs  
Ensure all veh. have assigned operator  
Ensure all veh. have manual  
Ensure M.P. has a current list of pubs on order  
Calibrate Tools  
Correct all TAMMS, Logbooks  
Schedule and complete all services  
License all generator operators  
Turn-in excess tools  
Ensure Rubber Apron, Gloves, Goggles avail in battery service areas  
Schedule and test all air compressors  
Complete services on all trlrs  
Service all generators  
Check 314 against 2408-1 ensure date posted same on each  
Assign vehicle parking spaces in motor park  
Publish Co Maint SOP  
Drivers have current valid, signed license  
Reconcile licenses w/348's  
Ensure qualifying official on license is himself licensed (check  
    Battery II scores)  
Inventory Mech tool boxes  
Mark Mech Tools  
Order Shortages  
Establish tool control #1 Common  
Inventory and Requisition for #1 Common  
Tool Room Locator System

S-4

Publish Fire Plan

Fire Extinguishers:

    Type

    Location

    Checked by Unit

    Checked by Fire Dept

    Serviceable

Complete hand receipts

TA-50

Turn-in all Excess/Unserviceable Property

Complete inventory of Co.

POV Registration Files  
Co. Fire Marshall Insp  
Energy Cons Insp  
Field Sanit Team DF  
Field Sanit Team Trained  
Non-Op POV's  
Field Mess:  
    Clean  
    Serviceable  
    Order Parts  
POL Containers Marked (5 gallon and up)  
Co Fire Prevention SOP  
Fire Orders including Evac Plan and Alarm  
Fire Drills  
Electrical Appliances frayed cords  
Class on Energy Cons.  
Ensure no unauth items in arms room  
100% check of all tool rooms, mess gear, motor pool shops to ensure no  
    fuel in stoves, chain saws, etc.  
POW's tagged and properly stored  
Daily inv of loose ammo  
License fuel handlers  
License mess equip operators  
Mark CI III basic load storage area (UR 735-430)  
Inspect mattresses for serviceability  
Post Fire Plans

S-3

PCPT conducted, cards complete  
All manuals, regs, circulars, FM's, TM's on order  
Tng schedules corrected to show tng actually performed  
Complete file of tng memorandum  
Headstart report to S-3 (USAREUR)  
All attend Head Start (USAREUR)  
All E-5 Promotable and above attend Gateway (USAREUR)  
OJT Program and Files  
Inclement Weather Schedule  
Tng Attendance Rosters for Mandatory Tng  
Projected Tng Sched

NBC

Survey and Monitor Teams on DF Orders  
NBC Off/NCO on Orders (must be school trained)  
Turn in M15 Detector Kits  
All equip calibrated (Bn Commo.)  
INsp Mask Storage  
Paint DS-2 OD (M-11)  
Drill holes for DS-2 mount of vehicles (M-11)  
Order optical inserts  
Leakage charts on dosimeters



Commo:

Post 314's  
Turn in excess  
Update log books  
Familiarization w/CEOI's  
Correct deficiencies on Mount, Cables, etc.

SAFETY:

Establish safety SOP  
Safety Off on DF

RR/EO:

Monthly RR/EO Council Meeting (Bn)  
Bulletin Board Posted  
"THE COMMANDER IS AN EQUAL OPPORTUNITY OFFICER"  
Bde, Bn, Co Cdr Policy Ltrs  
Bde, Bn Complaint Procedure  
Picture Bde EOSO  
Announcement of next Council Meeting  
New Pers attend Headstart RR Seminar (USAEUR)  
Co RR/EO council members briefed on responsibilities  
All members of unit know who council members are

Unit Funds:

Appoint Unit Fund Council on DF  
Ensure Current DA 1758-AE and minutes posted on Bulletin Board  
Complete Correct File of: DA 1758-AE's, minutes outstanding purchase orders  
Recorder has on hand USAREUR Pam 230-165 14 Aug 75; Policy Precedent File (Properly Labeled) (USAEUR)  
Files of DA Form 3259-2 complete and current

S-2:

Key Control on Vehicles  
Key Control for Billets/Tool Rooms  
Update roster of high value items  
Crime Prevention Plan  
Lock Steering Wheel  
CQ SOP on Visitor Policy  
Bilingual Sign @ CQ Desk

Classes:

SMLM  
SAEDA  
SOFA  
Ensure all pers have SMLM, SAEDA, SOFA cards  
Arms Room Property Posted  
Arms Room Access Roster Updated

S-1:

Good ID Cards  
Bn Meal Card  
Ration Card  
Leave Projection Complete  
All Forms TM's, FM's Regs, Pubs on Order  
All Regs Posted  
All Pers in Primary or Secondary MOS or on OJT Program  
Current Rating Scheme Published  
Co Mail Clerks (2) app'td and trained  
Review and Correct Unit Orders  
Ensure eligible Pers receive BAS, BAQ, COLA, SHA  
Update Off Post Pers List  
Correct Tel Alert Roster  
Strip Maps for Off Post Pers  
Duty Rosters  
Postal Hours Posted  
In/Out Process SOP  
Inv, adjust, clean, inspect fire control equip (compasses, binocs)  
Clean, inventory, mark, Protect all tools  
CDAAC Files Correct

Re-Up

Re-Up Cards  
Timely Interviews

Check Previous AGI results  
Brief Personnel on procedure for obtaining/sewing nametags, stripes  
etc., at gov't expense  
Hearing test on all pers.  
Medical Records

Mess:

See Field Mess Opns Below

NEO: (USAREUR)  
DD Form 1337 (Emer Pay)  
NEO Warden on DF Orders  
Post all AE 1336  
Update list of Attendees at Briefing  
Repair Wall Lockers  
Ear Plugs

Field Mess Opns

The serving of high quality food to your soldiers should be of particular interest to you, especially in a field environment. The quality of the food impacts greatly on the morale of your soldiers and

thus influences the building of a cohesive, combat-ready unit. Besides the natural ability of your cooks, dining facility management and sanitation add to the quality of the food.

RECOMMENDED CHECKLIST:

1. Is the DA Form 3034 (Cook's Worksheet) being used to prepare the meal?
2. Does the meal served correspond exactly to the menu column on the DA Form 3034?
3. Are standard Army recipes available and being used?
4. Are inserts being used when serving from the insulated food containers?
5. On the serving line, are cold foods being served first and hot foods being served last?
6. Are condiments, in ample supply, available?
7. Is the serving and kitchen area kept clean and policed at all times?
8. Are some type of dunnage and/or duckboards being used to store rations?
9. Are individual milk cartons being used to serve milk in the field?
10. Is there a pre-dip at the beginning of the serving line and is it filled with clean, boiling water? (When using mess kits)
11. Is there a hand washing facility available for cooks and servers?
12. Does each cook have a food handler's certificate?
13. Are all garbage/trash cans kept covered at all times? Are they emptied at least every two days?
14. Is the mess hall at least 100 yds, upwind, from the latrine?
15. Does the headcount NCO have an instruction sheet?
16. Is the DA Form 3351 (Signature Headcount Sheet) being used properly?
17. Is the DA Form 3033 (Headcount Record Sheet) being used properly?
18. Is the DA Form 3032 (Meal Guest Register) being used properly?

19. Are all TMs for all assigned equipment on hand?
20. Do all food service personnel have valid SF 46's to operate all gas operated mess equipment?
21. Is all drinking water being dispensed from water trailers or sterilization bags?
22. Is there a minimum of 2 mess kit laundry lines? (When needed)
23. Are there four stove pipes on each immersion heater?
24. Is there a chemical fire extinguisher in the kitchen and lighting area?
25. Are hand pumps being used to light fire units?
26. Is the mess tent or trailer covered with camouflage?
27. Are mess personnel adhering to standards of light and noise discipline?
28. Is there a separate 32 gallon can of hot water available for washing and shaving?

The aforementioned checklist is, by no means, designed to guarantee success. It is, on the other hand, to serve as a suggested means of sustaining a good field mess operation to enhance the quality of the food served and hence unit morale.

6-11. HAND RECEIPT FILES:

a. Prepare subhand receipts and component hand receipts listing all property in the custody of the user. The responsible officer may first subhand receipt to the user's supervisor. The user's supervisor will further hand receipt property to the user. Property will be issued to the person identified in the equipment authorization document as the user.

b. Prepare subhand receipt shortage annexes at the user's supervisor level to include both nonexpendable and durable missing components. Expendables may be list for control purposes.

c. Inventory and adjust subhand and component hand receipts annually or as transactions occur, except when the change document method is used they will be updated six months from the oldest DA Form 3161 on file.

d. Prepare temporary hand receipts, DA Form 3161, for up to 30-day loans and loan no property to another unit without the property book officer's approval.

e. Destroy change documents, DA Forms 3161, when they are adjusted to subhand receipts, component hand receipts, or annexes.

f. Responsible officers under automated Standard Property Book System (SPBX), will review monthly hand receipts (PCN: AHL-151) for accuracy prior to signing, and if quantities on hand differ, notify the supporting Property Book Team. No annotations of corrective actions will be made on the original signed hand receipt.

g. Prepare and submit Delegation of Authority Cards, DA Forms 1687, to appropriate supply supporting activities. Be sure and check with the support activity for additional required information on the card, or if any, what position/standards persons listed as authorized must meet; e.g., ammunition handlers, food handlers, etc.

#### 6-12. ISSUE TO SOLDIER FILE RECORDS:

a. Commanders will maintain CIF (OCIE) records, DA Form 3645 and 3645-1. In addition, copies of DA Form 3078, Initial Issue Clothing Records, will be kept until individual has 6 months in the service, has been issued a complete allowance of personal clothing, or has inprocessed at the initial permanent duty assignment, whichever happens last. Commanders will also ensure OCIE recorded on DA Form 3078 during reception center processing is transferred to DA Form 3645 when the soldier arrives at the first permanent duty station.

b. Commanders will ensure OCIE inventories are conducted on newly assigned personnel based on the DA Form 3645 sent forward in the MPRJ-201 file by the individual's previous commander. When no record is available, a request to the previous commander will be sent. In all cases property in excess of authorized allowances will be turned in to the local CIF as reflected by individual acceptance on DA Form 3645 or 3645-1.

c. Conduct an initial issue allowance clothing inspection for enlisted service members in grades E-4 and below on completion of 6 months active duty service, on arrival of newly assigned personnel, at duty station on return from overseas, prior to departure for overseas or other permanent change of station, or when persons are to attend service schools. Records will be kept only for the most recent inspection.

d. Require service members to replace clothing allowance shortages within 15 days after assignment to the unit.

e. Prepare separate hand receipts for organization and station properties issued to persons for personal use and ensure the use of condition codes for quarters furniture issues.

6-13. ABSENTEE FILES:

a. Inventory and secure service member's personal property and individual issue assets during unauthorized absences, when admitted to the hospital on an emergency basis, emergency leave, deceased, and when requested by persons on authorized absences. Inventories will be conducted by an E-5 or above and verified by an officer.

b. Secure a statement from other personnel on authorized absence reflecting that they do not desire the unit to provide a secure storage area for their properties.

c. Turn in service member's initial clothing issue and CIF issues upon DFR status and account for missing CIF issues IAW AR 735-11.

d. Appoint a Board of Officers to effect disposition of personal belonging and notify the next of kin of DFR service members when personal assets are left behind.

e. When 120 days plus reasonable mailing time has elapsed, ensure the Board of Officers makes proper disposition of personal assets to the Defense Property Disposal Office or other authorized disposal is made of DFR personnel.

f. Ensure a copy of inventories of personal effects and personal clothing and member's military clothing is forwarded to personnel as contents of DFR packet.

g. File any action taken that affects disposition of properties of absentees, and maintain active and inactive file folders.

6-14. PROPERTY BOOKS (WHEN APPLICABLE):

a. Prepare and maintain property books for items IAW current authorization documents as listed in AR 310-34.

b. Take action for turnin of excess equipment within 10 days of effective date of authorization document quantities changes, including component excesses, except that excess repair parts will be turned in immediately. Also, remembering that only unserviceable items on hand within authorized allowances will require turnin action within 10 days.

c. Submit request for property and components that are not on hand as authorized by MTOE/TDA/JTA and basic loads.

6-15. DOCUMENT FILES:

a. Ensure documents supporting entries to the property book are filed at the level where the property book is maintained.

b. Prepare a statement when supporting documents are missing.

c. Ensure all statements of charges, cash collection vouchers and reports of survey assigned expendable/durable document numbers are maintained on file in the General Administrative Logistics File.

6-16. DOCUMENT REGISTER (WHEN APPLICABLE):

a. Prepare and maintain nonexpendable and expendable registers in accordance with current directives.

b. Label file folders or binders with appropriate file reference number as prescribed by AR 340-2 or AR 340-18-14.

c. Review or delegate in writing specific person to review all requests based on urgency of need (UND) A and B.

6-17. DUE-IN SUSPENSE FILE (WHEN APPLICABLE): Establish and maintain a suspense file for unfilled requisitions for supplies and equipment.

6-18. SUPPLY DISCIPLINE: Initiate, implement, and enforce good supply economy procedures and practices within the unit.

6-19. EQUIPMENT STORAGE:

a. Store flammable/combustible materials in accordance with Fort Ord Reg 420-3.

b. Use FM 10-14 and TM 743-200-1 for guidance in storing other various supplies and materials.

c. Keep stored equipment clean and storage areas highly clean and organized.

6-20. SUPPLY FILES/PUBLICATIONS:

a. Determine requirements for publications and maintain a current supply library. (DA Pam 310-10 and DA Pam 310-13)

b. Label file folders, guide cards, and file drawers in accordance with AR 340-2.

6-21. LAUNDRY:

- a. Verify monthly payroll deduction print-out listing of service members who are using quartermaster laundry services.
- b. Establish laundry files for DA Form 1974, DA Form 3136, DA Form 3799, and monthly QM Laundry payroll printout roster.

6-22. POL ACCOUNTING (WHEN APPLICABLE):

- a. When unit/activity bulk fuel capabilities are available, establish and maintain property book accountability.
- b. Establish separate document registers for bulk fuel requests and maintain a property book support transaction file.
- c. Establish proper accountability and security of government and national credit cards.
- d. Ensure the use of DA Form 3643 for daily issues and that a document number is assigned to DA Form 3644 monthly abstract and monthly account summary DA Form 4702-R.
- e. Initiate accountable documents when losses exceed the allowable loss per type fuel.



Section 7. FOOD SERVICE

7-1. PRIMARY REFERENCES:

- a. AR 30-1.
- b. AR 30-7.
- c. AR 40-5.
- d. AR 420-55.
- e. FM 10-23.
- f. FM 10-24.
- g. FM 10-25.
- h. FM 21-10.
- i. SB 10-260.
- j. SB 10-495.
- k. SM 10-540.
- l. SC 7360-90-CL-N02.
- m. SC 7360-90-CL-N03.
- n. TM 5-4540-202-12. (For TOE Units)
- o. TM 10-412.
- p. TM 10-415.
- q. TM 10-4500-200-13&P (For TOE Units)
- r. TM 10-7360-204-13&P (For TOE Units)
- s. TM 10-8340-205-13&P (For TOE Units)

7-2. ADMINISTRATION:

- a. Cash Meal Payment Book, DD Form 1544.

(1) DD Form 1544, Cash Meal Payment Book, sheets and cash collected will be safeguarded and turned in as prescribed by AR 30-1.

(2) Unit commander or food service officer must sign cash sheet(s) prior to issuing to headcounter or dining facility representative. (AR 30-1)

(3) Current meal rates for food cost and surcharges will be entered on cash meal payment sheets prior to issuing to the headcounter. (AR 30-1)

(4) Any change issued to the headcounter must be in accordance with AR 30-1.

b. Unit Subsistence and Strength Report, DA Form 2970.

(1) Ensure that all meals counted on other forms by headcounter are entered on DA Form 2970. (AR 30-1)

(2) Ensure accuracy of figures on DA Form 2970. (AR 30-1)

c. Daily Headcount Record, DA Form 3033, must be completed and signed by headcounter. (AR 30-1)

d. Cook's Worksheet, DA Form 3034.

(1) The Cook's Worksheet must be completed accurately and simply, signed by the food service sergeant, and posted prior to serving the dinner meal of the proceeding day. (AR 30-1)

(2) If it is necessary for the dining facility to serve a midnight meal, a separate Cook's Worksheet will be prepared. (AR 30-1)

e. Dining Facility Account Card, DA Form 3980-R.

(1) The Dining Facility Account Card will be maintained in accordance with AR 30-1.

(2) All copies of all Dining Facility Account Cards will be retained in the dining facility for the time prescribed in AR 30-1 and AR 340-2.

f. All forms used in dining facility administration will be completed in blue, blue/black, or black ink. (AR 30-1)

g. All pertinent publications must be on hand or on valid requisition through the appropriate publications clerk. A list of the basic required publications is on the first page of this section.

7-3. SANITATION:

a. Racks and/or dispensers for storage of trays, cups, tumblers, plates, etc., must be cleaned in accordance with TM 10-415.

b. Water coolers, ice machine, ice cream machine, coffee urn/maker, and milk and beverage dispensers will be cleaned and maintained in accordance with AR 40-5, and TM 10-415.

c. Floors, walls, woodwork, windows, curtains, and window sills will be cleaned and maintained in good repair in accordance with AR 40-5.

d. Kitchen floors must be kept clean and dry, to include corners and areas under, behind, and around refrigerators, sinks, stoves, and dishwashers in accordance with FM 10-23 and AR 40-5.

e. The following items of equipment will be maintained in accordance with instructions outlined in TM 10-415: meat slicers, vegetable peelers, toasters, dishwashing machines, drains, deep fat fryers, griddles, ranges, steam tables, ovens, hood exhaust fans and filters, and dishwasher racks.

f. Pots, pans, utensils, cooks' worktables, cutting boards, and drawers must be maintained in a high state of cleanliness. (TM 10-415)

g. Pots, pans, and utensils must be stored to allow for drying. (AR 40-5)

h. Cooks' knives must be kept clean and sharp and not allowed to sit in water. (FM 10-23)

i. The dishwasher must be able to reach and maintain proper temperatures. (AR 40-5)

j. There must be enough single-service articles and food service disinfectant in stock for nine meals in case of hot water failure or other emergency. (AR 40-5)

7-4. WASTE CONTROL:

a. Commander will ensure that cooks are properly preparing foods, especially fresh vegetables, to preclude excess waste. (FM 10-25 and TM 10-412 Series)

b. Commander will ensure that cooks are following progressive cooking so only the amount of food actually required will be prepared. (FM 10-25 and AR 30-1)

7-5. MANAGEMENT:

a. The dining facility should present a friendly and relaxed atmosphere comparable to a commercial cafeteria. (AR 30-1)

b. The kitchen equipment must be checked daily to ensure that it is being cleaned and maintained properly. (TM 10-415 and AR 40-5)

c. Equipment shortages/replacement equipment should be on requisition, and a DA Form 3988-R must be current and on file in the dining facility.

d. All food service personnel (cooks, shift leaders, and dining facility managers) should be school trained and properly utilized in their MOS and in an effective OJT program. (AR 30-1)

7-6. PERSONAL HYGIENE:

a. All food service personnel are required to wear clean headgear, uniform, and foot gear. (AR 40-5)

b. Food service personnel must have hands clean and fingernails clean and trimmed neat. With the exception of plain wedding bands, engagement rings, and wristwatches, they will not wear jewelry while preparing or handling food. (AR 40-5)

c. Effective hair restraints will be used by all personnel entering and/or working in the food preparation and service area. Food service personnel whose facial hair styles do not conform to paragraph 1-6, AR 670-1, will use effective hair restraints. (Para 6-3a(5), AR 40-5)

d. Any personnel exhibiting signs of illness, skin disease, diarrhea illness, infected cuts, or boils will be referred to the medical facility for determination of duty fitness. This inspection will be conducted daily, prior to the start of the work period. (AR 40-5)

e. Hand washing facilities, with hand soap or detergent and single-use disposable towels, will be available, clean, and in good repair. (AR 40-5)

f. Personnel are prohibited from using tobacco products in the kitchen area, serving line, or storeroom, and signs must be posted to this effect. (AR 40-5)

g. Signs stating "Authorized Personnel Only" will be posted at both entrances to the food preparation area (kitchen). (AR 40-5)

h. Signs stating "Food Handlers, wash hands after using latrine" will be posted in latrines used by food handlers. (AR 40-5)

7-7. FOOD PREPARATION:

a. Army recipes, SOPs, and special instructions in column G, Cooks' Worksheet, will be followed by all cooks. (AR 30-1 and FM 10-25)

b. Food will be handled with the highest degree of care and sanitation. (AR 40-5 and FM 10-23)

c. Progressive cookery will be used at all times. (AR 30-1 and FM 10-25)

d. Leftover food items which tend to promote bacterial growth will be discarded after each meal. (AR 40-5)

e. Leftovers that can be used will be refrigerated immediately after the meal and used within 24 hours. (AR 40-5)

f. Hot foods should be served hot (over 140 degrees) and cold foods should be served cold (less than 45 degrees). (AR 30-1 and FM 10-25)

7-8. HEADCOUNT PROCEDURES:

a. Headcounter duties will be performed by individuals in the grades of E-4 or above. (AR 30-1)

b. The headcounter will be stationed at the main entrance to each dining facility. (AR 30-1)

c. Headcounters will be instructed in their duties before the start of the meal. (AR 30-1)

d. The headcounter will maintain a guest register, headcount record, signature headcount sheet, cash meal payment sheet, and a current, up-to-date list of lost meal cards. (AR 30-1)

e. The headcounter will maintain the same forms for the midnight meal as for any other meal. (AR 30-1)

f. The headcounter will not be given the additional duties of checking attire of diners and maintaining order in the chow line. (AR 30-1)

g. The headcounter will not be furnished a change fund unless it is in accordance with AR 30-1.

7-9. FIELD MESS EQUIPMENT: Field mess equipment must be cleaned and maintained in accordance with applicable TMs.

7-10. RATIONS AND STORAGE:

a. The commander must ensure that only those individuals authorized on a DA Form 1687, Delegation of Authority Card, are signing for receipts of rations. (AR 30-18 and AR 30-1)

b. The commander must ensure that all subsistence is inspected for quantity, quality, and appearance immediately upon receipt. (FM 10-23)

Section 8. FIRE PREVENTION

8-1. PRIMARY REFERENCES:

FORSCOM Regulation 420-24.

8-2. COMPANY/BATTERY/TROOP LEVEL RESPONSIBILITIES:

a. Unit fire marshals will be appointed in each company, detachment, staff section or activity.

b. Unit fire marshal will attend DFAE briefing and keep attendance verification document on file.

c. Unit fire marshal will conduct a fire inspection monthly.

d. Unit fire marshal will conduct fire drills and maintain record of drills. Fifty or more persons is a monthly requirement and less than fifty is an annual requirement.

e. Unit fire marshal will prepare fire plans for each building housing twenty or more persons.

f. Building fire marshals (BFM), appointed by the unit fire marshal, will instruct all employees in use and location of fire extinguishers.

g. BFM will appoint fire fighting teams.

h. BFM will post on the main door of the building a 5 x 8 inch card bearing the BFM's name and that of the unit fire marshal with rank, grade, and telephone number.

i. Unit fire marshal will inspect fire extinguishers, including those on mobile equipment, and initial tag.

j. CO2 extinguishers are unserviceable if seal is missing.

k. Water in pump type extinguishers will not contain cigarette butts or other litter and will be kept within 2 inches of the top.

8-3. BATTALION/SEPARATE COMPANY LEVEL RESPONSIBILITIES:

a. Area fire marshal will be appointed.

b. Area fire marshal will maintain fire prevention folder which contains appointment orders, list of buildings, and copy of

inspections and corrective actions (copy forwarded to DFAE) (NOTE:  
Record of inspections may be destroyed after review by IG).

- c. Area fire marshal will attend DFAE briefing.



Section 9. SAFETY

9-1. PRIMARY REFERENCES:

- a. AR 385 Series, specifically AR 385-10.
- b. FORSCOM Supplement to AR 385-10.

9-2. COMPANY/BATTERY/TROOP LEVEL RESPONSIBILITIES:

- a. The unit commander will normally be appointed as the unit safety officer.
- b. The unit safety administrative officer will also be appointed.
- c. The safety administrative officer should be trained by the Division Safety Office within 30 days.
- d. Seasonal pre-holiday and pre-exercise safety classes and POV inspections will be conducted.
- e. Accident reports will be submitted in original and three copies to arrive at the Post Safety Office within 7 days. (AR 385-40)
- f. The unit should have a safety awards program in accordance with AR 672-74.
- g. OSHA poster should be displayed on the bulletin board and in major work areas.

9-3. BATTALION/BRIGADE LEVEL RESPONSIBILITIES:

- a. Same as paragraph 13-2a through g, above.
- b. The unit safety council will meet quarterly.

Section 10. CRIME PREVENTION

10-1. PRIMARY REFERENCES:

AR 190-31 (18 Aug 77) w/FORSCOM Supplements.

10-2. COMPANY/BATTERY/TROOP LEVEL RESPONSIBILITIES:

- a. Unit commander will have a written CP Program. (AR 190-31).
- b. Crime prevention officer will be appointed. (AR 190-31)
- c. Monthly inspections will be conducted. (AR 190-31)
- d. Inspection results will be kept on file. (AR 190-31)
- e. Electrostatic markers must be available. (AR 190-31)
- f. Unit Crime Prevention Program will include orientation for each newly assigned soldier, unannounced checks of barracks and POVs.
- g. Installation troop education program should be established. (AR 190-31)
- h. Commander must ensure all assigned females (if applicable) receive 2 hours of instruction on sexual assault and rape prevention at least every 6 months during the training year.
- i. Commander must establish policies and procedures governing male access to female billets (where applicable).

Section 11. EQUAL OPPORTUNITY

11-1. PRIMARY REFERENCES:

- a. AR 600-21.
- b. FORSCOM Supplement to AR 600-21.

11-2. COMPANY COMMANDER MUST:

a. Review higher headquarters Affirmative Action Plan (AAP) to determine taskings, if any. NOTE: Battalion and company commanders are not required to have written AAPs. (AR 600-21)

b. Establish complaint procedures and assure that each member of the command is fully aware of procedures for obtaining redress of complaints, including those against members of the chain of command. (AR 600-21)

c. Ensure chain of command participates in EO classes and in all but extraordinary circumstances instructs the classes. (AR 600-21 and FORSCOM Supplement 1 to AR 600-21)

d. Ensure that EO training is a prepared class with a lesson plan and with a chain of command instructor - not a free-flowing rap session. (FORSCOM Suppl)

e. Publish EO command policy statement not later than 30 days after assumption of command.

11-3. ALL COMMANDERS AND SUPERVISORS MUST:

a. Actively seek early identification of discriminatory practices and initiate corrective actions to remove factors contributing to them.

b. Conduct EO training consistent with requirements established by higher headquarters.

c. Conduct training on a continual basis.

d. Monitor and assess the execution of EO programs and policies at all levels within their areas of responsibility.

e. Assure that allegations of discrimination based on race, color, religion, sex, age, or national origin, by an Army member or employee, are promptly investigated and corrective actions taken as appropriate.

f. Assure that personnel policies with respect to EO matters are understood at all levels.

g. Prevent actions by individuals and groups which are derogatory or inflammatory to those of a different race, color, sex, age, religion, or national origin. (AR 600-21)

Section 12. ENERGY CONSERVATION

12-1. PRIMARY REFERENCES:

- a. AR 11-27.
- b. FORSCOM Supplement to AR 11-27.

12-2. COMPANY/BATTERY/TROOP LEVEL RESPONSIBILITIES:

- a. Post Department of Energy (DOE) Building Temperature Restrictions Certificate.
- b. Have a utilities conservation monitor who will designate EC monitors for each building and post name of each monitor in each building.
- c. Ensure grass is not watered during rainy season (Oct - May) unless DFAE approves. NOTE: Watering of flowers is okay.
- d. Ensure that unit area hardstands that can be swept are not washed with water.
- e. Obtain approval from DFAE before conducting organized car washes.
- f. Prohibit use of electric heaters unless approved by DFAE.
- g. Ensure exterior lights on buildings do not exceed 25 watts.

12-3. BARRACKS/FACILITIES WALK-THROUGH INSPECTION (may vary from division to division):

- a. Heat:
  - (1) Living areas, offices, classrooms should be 65 degrees Fahrenheit.
  - (2) Supply and equipment issue should be at 60 degrees Fahrenheit.
  - (3) Shops and hangars should be 55 degrees Fahrenheit.
  - (4) Hot water rinse in mess halls should be 180 degrees Fahrenheit.
  - (5) Hot water elsewhere should be 105 degrees Fahrenheit.

(6) Electric heaters are prohibited.

(7) Furniture should not block air vents.

b. Electrical:

(1) Lights should be off when not in use.

(2) Exterior lights should be 25 watts.

(3) Maximum wattage for the barracks is 100 watts.

(4) Maximum wattage for classrooms is 200 watts.

(5) Maximum wattage for hallways is 100 watts.

(6) Maximum wattage for dayrooms is 200 watts.

(7) Maximum wattage for latrines is 75 watts.

(8) Maximum wattage for closets is 60 watts.

c. Water:

(1) No watering during October through May.

(2) No outside areas should be hosed off.

(3) Refrigerated drinking fountains should not be plugged in.

(4) Handheld watering hose must have shutoff nozzle.

### Section 13. UNIT STATUS REPORTING

#### 13-1. PRIMARY REFERENCES:

- a. AR 220-1.
- b. FORSCOM Supplement to AR 220-1.
- c. TM 38-750.
- d. DOD Regulation 5200.1-R.
- e. DA Pamphlet 750-1.

#### 13-2. EQUIPMENT STATUS REPORT:

- a. Unit must record downtime for each reportable item on DD Form 314.
- b. Unit must maintain DD Forms 314 for reportable systems as well as for each component.
- c. Unit commander should consider requiring the maintenance section to keep a daily DA Form 2406 with the reverse side filled out to make certain that the unit's deadlined equipment remains visible and gets management attention.
- d. Unit should minimize time required to evacuate a deadlined item to support maintenance. Check DA Form 2406 and count days required, which shouldn't be more than 3 days.
- e. DD Forms 314 should reflect all NMC time reported on DA Form 2406 for equipment.
- f. NMC days should match DA Form 2404, DD Form 314, and DA Form 2406.
- g. DA Form 2715 should reflect feeder reports and be classified confidential.
- h. Company commander and maintenance supervisors should know the supporting maintenance activity commander and shop supervisors.

#### 13-3. PERSONNEL STATUS REPORTING:

- a. Ensure that the number of nondeployables on FO Form 1-18 matches names.
- b. All calculations must be made in terms of MTOE required.

Section 14. PHYSICAL FITNESS AND WEIGHT CONTROL

14-1. PRIMARY REFERENCES:

AR 600-9.

14-2. PHYSICAL FITNESS:

a. Commander must have a PT program to ensure every soldier maintains physical fitness regardless of age of duty assignment. (AR 600-9)

b. Commander must have special programs set for soldiers who are overweight, obese, or on profile. This program must be coordinated with the medical officer. (AR 600-9)

14-3. WEIGHT CONTROL:

a. Commander must identify suspected overweight soldiers and refer them to TMC on regular sick call for initial evaluation.

b. Commander must initiate a counseling statement on all personnel upon enrollment into the program. Counseling should indicate possible corrective action that can be taken in the event of program failure.

c. Commander must formally counsel individuals who, after a 2-week period, have failed to meet their goal. (AR 600-9)

d. Commander must maintain a log of all personnel enrolled in the overweight program.

e. Commander must keep on file the initial evaluation sick slip and revised sick slip, if any.

f. Commander must file sick slip annotating attendance at dietetic clinic.

g. Commander must ensure weigh-ins are accomplished every 2 weeks.

h. Commander must keep failures on the program until they make weight, PCS, or ETS.

i. Commander must forward all weight control information on a service member to the PCS gaining unit commander.



14-4. BATTALION/SEPARATE COMPANY COMMANDERS MUST:

a. Submit monthly report.

b. Ensure dining facility manager re-educates cooks in portion control and food preparation methods as outlined in DA Pam 40-100 Series and provides a means of identifying low and high calorie food items.

## Section 15. INTELLIGENCE

### 15-1. PRIMARY REFERENCES:

- a. AR 380-5.
- b. FORSCOM Suppl to AR 380-5.
- c. AR 380-13.

### 15-2. GENERAL:

a. The inseparability of intelligence from operations in a garrison, peacetime environment is of the utmost necessity in ensuring that divisional units are fully prepared in the event of mobilization. To this end commanders are enjoined to regularly integrate intelligence-related subjects into their daily activities to the maximum extent possible.

b. Command emphasis in the vital area of intelligence should not be limited to those topics prescribed by regulation. Rather, a conscious effort by commanders must be made to raise the overall level of awareness of soldiers concerning:

(1) The indispensibility of the contributions of the frontline soldier to the total information collection effort.

(2) The absolute criticality of timely reporting of information for intelligence purposes.

(3) The direct link between operations security (OPSEC) and individual survival on tomorrow's battlefield.

(4) The magnitude of the potential threat to America represented by the USSR.

c. Advice and assistance in formulating plans and training to meet these substantial responsibilities should be sought from the battalion S2.

### 15-3. INFORMATION SECURITY:

a. Required announced Counterintelligence Inspections and Inspections for compliance with AR 380-13 and Electronic Surveillance Policy (CIICs) are scheduled on a quarterly basis by the ACofS, G2.

b. In addition to announced CIICs, unannounced inspections may be conducted by personnel from the Office of the ACofS, G2, or the division MI battalion.

c. Paragraph 13-304 of AR 380-5, Department of the Army Security Program Regulation, along with the FORSCOM Supplements thereto, provides detailed guidance concerning the Security Manager's responsibilities. Additionally, Appendix J to AR 380-5 provides handy checklists with which to monitor the unit's information security program. These checklists list all areas covered during CIICs. Some of the areas from these checklists which are considered more important/applicable to units that maintain classified materials are listed below:

(1) The unit must have on hand a current copy of AR 380-5, to include the FORSCOM Supplements.

(2) An official must be designated in writing to serve as Security Manager.

(3) Documents must be properly marked with the overall classification.

(4) The classification authority must be properly identified on the "Classified By" line.

(5) Subjects, titles, and paragraphs of classified documents must be properly marked.

(6) Documents or other material classified before 1 Dec 78, which require remarking, must be properly remarked or declassified.

(7) All classified documents must be securely fastened together.

(8) If the unit has a classified storage vault, it must meet the requirements in IMDSO Bulletin Number 10. (Para 1-335, FORSCOM Suppl)

(9) The overall classification of classified documents must be stamped on the back of the last page.

(10) Classified document cover sheets must be removed prior to returning documents to the security container. Exceptions are documents in suspense files, in a hold box, or when labels are permanently affixed to hard covers.

(11) All file folders containing classified material must be stamped with the overall classification.

(12) All record copies of classified messages must be marked IAW para 4-103, AR 380-5.

(13) Material classified for training only must be properly marked, stored, and handled.

(14) Classified material must be properly guarded or stored in approved security containers.

(15) Vaults or containers to be used for the storage of classified information or material must be designated and a number or symbol affixed to each container. There must be a separate numbering system for each command/staff section.

(16) Combinations to security containers must be changed at least annually.

(17) Records of combinations must be assigned a security classification equal to the highest category of classified material authorized to be stored therein.

(18) Preliminary drafts, carbon sheets, work sheets, stencils, etc., must be protected according to their content and destroyed after they have served their purpose.

(19) Plastic typewriter ribbons and carbon papers used in the production of classified information must be destroyed after use.

(20) One drawer security containers must be secured to a permanent fixture with a chain and GSA approved changeable combination padlock or key operated high security padlock.

(21) Unused security containers must be properly annotated, and the combination must be properly reset.

(22) Unrelated classified and unclassified documents must not be intermingled in the security container.

(23) Funds, valuables, narcotics, unclassified weapons/ammunition, and similar sensitive items must not be stored in any container used for storage of classified material. NOTE: Keys to arms rooms are an exception.

(24) The following procedures must be followed for security containers no longer in use.

(a) Thoroughly search and place a statement to this effect on the front of the container indicating the date, name, grade of person conducting the check, and the identity of the last office using the container.

(b) Change the combination to 50-25-50.

(25) At least two individuals knowledgeable of the safe combination must be listed on DA Form 724. (Para 5-104b(3), FORSCOM Suppl)

(26) A list must be maintained in the control drawer of the security container identifying all individuals having knowledge of the combination.

(27) Authority of listing personal information on DA Form 727 must be obtained IAW the privacy act.

(28) End-of-day security checks must be conducted and the results recorded for every area where classified information is processed, handled, or stored.

(29) An adequate unit emergency destruction/evacuation plan must be posted on or near each security container. (Para 5-203a, FORSCOM Suppl)

(30) Emergency destruction/evacuation priority markings must be properly posted on each drawer of the security container.

(31) Any cases of espionage or deliberate compromise must be reported.

(32) Procedures must be established to protect incoming mail until a determination is made whether classified information is contained therein. Unopened registered mail must be provided the same protection as that for SECRET material. Unopened official mail must be provided the same protection as that for CONFIDENTIAL material.

(33) All copy equipment must have either FORSCOM Label 138 or P-93 posted on or near each machine. Equipment authorized for reproduction of classified material must be inspected and approved.

(34) Signatures will not be obtained for SECRET documents transferred between units/offices in the 7th Infantry Division.

(35) Annual SAEDA briefings must be conducted. The last briefing will be made a matter of record and maintained in the Security Manager's Handbook.

(36) Reviews of all classified holdings will be conducted annually to reduce the volume of classified material and to ensure appropriate downgrading/declassification actions are taken.

(37) Unannounced after duty hours inspections and security spot checks must be conducted at least annually. The results of the last inspection and spot check will be made a matter of record and maintained in the Security Manager's Handbook.

(38) The unit Security SOP will adequately address all areas listed in local division/brigade SOPs.

(39) Approved methods of destruction of classified material must be utilized.

(40) Programs will be established to provide periodic security training.

(41) Security Termination Statements will be executed upon termination of employment by all military members and employees (including general officer and equivalent civilian grades) and steps will be taken to ensure that these individuals no longer have any documents or material containing classified information in their possession. (AR 380-5)

(42) Security violations will be properly reported in accordance with AR 380-5.

15-4. ELECTRONIC SURVEILLANCE:

a. Except as authorized in other regulations, Department of the Army policy prohibits the acquisition by mechanical or electronic means, of any communication whether oral, wire, or nonpublic radio, by military or civilian personnel of the Department of the Army without consent of all parties to the communication. This policy prohibits, for example, the act of recording telephone or private face-to-face conversations, unless prior consent of all parties to such monitoring or recording is obtained. This policy applies to all DA military and civilian personnel worldwide. It also applies to members of the Army Reserve and National Guard of the U.S. when they are performing federal duties or engaging in any activity directly related to the performance of a federal duty or function.

b. Violation of this policy must be reported to HQDA as a Serious Incident Report (SIR). Suspected violations should be reported to the Office of the ACoFS, G2, or the Office of the Inspector General.

c. Commanders are responsible for informing all military and civilian members of their commands of the prohibitions and policy concerning electronic and mechanical surveillance. Periodic refresher briefings are encouraged.

d. A copy of the documents listed below will be maintained on file for reference purposes at the following offices: IG; SJA; PMO; USAG, and USA Support Detachment, Fort MacArthur, CA. In addition, the Office of the ACoFS, G2/DSEC, will each maintain an Electronic Surveillance Policy Book which contains the documents listed in

subparagraphs (1)-(3) below. These policy books will reflect that appropriate personnel have, on an annual basis, thoroughly read, familiarized themselves, understood, and will comply with the provision thereof. Personnel who are required to accomplish this are all officers and NCOs (E-6 and above), Counterintelligence personnel, Signal Security personnel, and any other persons who could reasonably be expected to participate in electronic surveillance activities or make policy decisions thereto. The following documents pertain to Department of the Army Electronic Surveillance policy:

(1) HQDA letter, 1 Aug 80, subject: Electronic Surveillance.

(2) HQDA message, DAMI-CIC, 251700Z Aug 80, subject: Monitoring and Recording Conversations.

(3) FORSCOM message, AFIN-CSC, 051415Z Dec 80, subject: Electronic Surveillance.

e. Inspections for compliance with DA Electronic Surveillance policy are conducted annually by personnel from the local MI Battalion, normally in conjunction with CIICs.

#### 15-5. INTELLIGENCE TRAINING:

a. The unit must have the following reference publications on hand or readily available at Battalion Learning Centers:

(1) AR 340-16, 7 Aug 75, Safeguarding FOUO Information.

(2) AR 350-30, 15 Aug 75, Code of Conduct Training.

(3) AR 350-216, 7 Mar 75, The Geneva Conventions of 1949 and the Hague Convention of 1907.

(4) AR 350-225, 15 Aug 75, Survival, Evasion, Resistance and Escape (SERE).

(5) AR 380-5, 15 Aug 79, DA Information Security Program Regulation.

(6) AR 381-12 w/FORSCOM Suppl 1, 18 Oct 74, SAEDA.

(7) FM 21-75, 10 Jul 67, Patrolling & Combat Training of Individual Soldier,

(8) FM 27-10, 18 Jul 56, The Law of Land Warfare.

(9) FM 30-5, 30 Oct 73, Combat Intelligence.

(10) FM 30-15, 29 Sep 78, Intelligence Interrogation.

(11) FM 30-102, 18 Nov 77, Opposing Forces Europe.

b. The unit, with support from the Battalion S2, provides training in intelligence subjects as required. Specific guidance for SQT-related skills and a detailed outline of the division's intelligence training goals are contained in the Intelligence Training Standard. A companion document, the Intelligence Training Reference Guide, identifies what and where intelligence training support and materials exist. The unit uses these publications in fashioning intelligence training.

c. Intelligence training is regularly integrated into other phases of unit training.

d. The unit incorporates the Opposing Force concept and available TASSO OPFOR equipment in unit training to enhance training realism.



Section 16. REENLISTMENT

16-1. PRIMARY REFERENCES:

- a. AR 601-280.
- b. FORSCOM Suppl 1 to AR 601-280.

16-2. RESPONSIBILITIES:

- a. The unit reenlistment facility must be adequate. (AR 601-280)
- b. Reenlistment posters and displays (Self-Service) should be featured in locations frequented by enlisted personnel. (AR 601-280)
- c. The unit is required to establish a Reenlistment Incentive Awards Program. (Para 1-9i, FORSCOM Suppl 1 to AR 601-280)
- d. The Unit Reenlistment NCO must be appointed on DF or orders. (FORSCOM Suppl 1 to AR 601-280)
- e. The Unit REUP NCO must meet the standards for the job to which appointed. (FORSCOM Suppl 1 to AR 601-280, and Appendix C, AR 601-280)
- f. Publications required at the unit reenlistment facility are listed in FORSCOM Suppl 1 to AR 601-280.
- g. A DA Form 1315 card is required for every soldier in grade E-6 and below assigned to the unit. (AR 601-280)
- h. Accountability of DA Form 1315 cards must be maintained. (Form 289R, FORSCOM Suppl 1 to AR 601-280)
- i. The unit commander must monitor and/or inspect the Reenlistment Data Card File, DA Form 1315. (FORSCOM Suppl 1 to AR 601-280)
- j. The unit must be inspected by the full-time career counselor and the results of the most recent copy maintained on file. A notation to that effect is entered on FORSCOM Form 435-R. (FORSCOM Suppl 1 to AR 601-280)
- k. The Reenlistment Data Card File must be maintained in the format required by FORSCOM Suppl 1 and Figure 3 to AR 601-280.
- l. The entries on the DA Form 1315 card must be legible. (AR 601-280)

m. Interview remarks on DA Form 1315 cards must be adequate and complete. (AR 601-280)

n. The DA Form 1315 cards must reflect the fact that ineligible personnel have been informed of their ineligibility and procedures necessary for attaining eligibility to include date of notification. (FORSCOM Suppl 1 to AR 601-280)

o. A Bar to Reenlistment must be initiated in cases where the soldier is not recommended for reenlistment. (AR 601-280)

p. New DA Form 1315 cards must be initiated on those personnel who have reenlisted. (AR 601-280)

q. The unit REUP NCO must be included in the "IN" and "OUT" processing procedure of the unit. (FORSCOM Suppl 1 to AR 601-280)

r. The DA Form 1315 cards must be processed as directed upon PCS or separation. (AR 601-280)

s. In the ETS block of the DA Form 1315 card, the SM must be designated as P-1 or P-2. (FORSCOM Suppl 1 to AR 601-280)

t. The DA Form 1315 cards must be remade IAW correct procedures, as required by FORSCOM Suppl 1 to AR 601-280.

u. All DA Form 1315 cards must be reviewed upon assignment of personnel to determine if any interviews have not been performed and they should then be scheduled and performed at the 60-90 day interview. (FORSCOM Suppl 1 to AR 601-280)

v. All personnel who are due a 60-90 day job performance interview must be interviewed by the unit commander. (FORSCOM Suppl 1 to AR 601-280)

w. All first-term personnel must receive the required 24 months in service or 12th month prior to ETS interview by the career counselor. (AR 601-280 and Appendix E, FORSCOM Suppl 1 to AR 601-280)

x. The unit commander must interview all personnel during the period 8-10 months prior to ETS. (AR 601-280)

y. Unit REUP NCO must conduct an interview 3-4 months prior to ETS. (AR 601-280)

z. All first-term personnel who have decided to ETS must receive an additional interview prior to ETS from the unit commander. (FORSCOM Suppl 1 to AR 601-280)

aa. All first-term personnel declining to reenlist must be scheduled for an interview with an available National Guard/USAR Career Counselor 60 days prior to ETS. (AR 601-280)

### 16-3. THE COMPANY REENLISTMENT PROGRAM

General: A successful unit reenlistment program cannot be built on a hit or miss, spur of the moment basis. Promoting career-mindedness should not be left until the last few months of a man's term of service. In AR 601-280, the Army Reenlistment Program, the Department of the Army has provided counseling procedures and interviewing guidance. This manual is highly recommended to be a part of your reference file.

Reenlistment indoctrination should begin the day a soldier reports into your unit and continue until he departs. Remember, the unit commander's job is not one of coercion or high-pressure selling; it is a matter of helping your soldiers' make sound reenlistment decisions. Observation of your soldiers' performance throughout their assignment in your unit is necessary to both determine their suitability and eligibility for reenlistment as well as promotions.

Interviewing: The purpose of the reenlistment interview is to inform the soldier of the advantages of remaining in the Army and help him make a plan for continuing his military career. Interviews should be conducted with the following in mind:

(1) The interview should be guided by the individual's Reenlistment Data Card (DD Form 1315) and by your knowledge of the soldier. The commander's knowledge of the individual's background indicates that the commander is interested in him and his welfare.

(2) The interview can make him feel as if he "belongs"; it also gives him a chance to develop his self understanding, build his self-assurance, eliminate grievances as well as giving the commander an opportunity to extend encouragement.

(3) The interview should be conducted in a place that provides privacy as well as comfort. The atmosphere should be informal, as well as giving the soldier an opportunity to express himself. Stimulate the soldier's sense of responsibility in planning his career while pointing out opportunities the Army provides toward attaining his career goals. Avoid any hard-sell of the Army as well as criticism of civilian opportunities, but do compare abstract military and civilian careers.

(4) At sometime during the interview, tactfully question the soldier about the existence of civil offenses, convictions etc.,

during his current term of service. This information may not be available to the unit and a record of offenses may require waiver for retention in the service.

(5) Reenlistment options and bonuses are important incentives to soldiers considering reenlistment and should be discussed during the interview. If the soldier indicates interest, pursue the subject to his satisfaction. In discussing these options, insure the soldier understands that he must meet certain qualifications; pursue those in which he is interested. Utilize the career counselor at Battalion as well as the company Re-Up NCO in discussing further those options which interest the soldier. In discussing bonuses, make no promise of specific amount to a prospective reenlistee until all pertinent facts have been verified. Quote only basic figures available for his speciality field and refer any requests for specific amounts due him to the Battalion Career Counselor. Ensure you either get back with him personally on specific amounts or you follow up his visit to the career counselor with another of your own. SHOW INTEREST in the soldier's findings.

#### 16-4. REENLISTMENT DATA CARD (DA Form 1315)

The DA Form 1315 is an aid in promoting an effective unit reenlistment program. Its most important use is in reenlistment counseling. The DA Form 1315 is maintained by the unit Re-Up NCO for each soldier in the unit. The front of the card contains essential information about the soldier and his reenlistment eligibility. The reverse side records the counseling he has received. Unit Commanders are required to inspect/monitor their units card file at least once a month.

The DA Form 1315 is initially prepared from information in soldier's personnel records. Entries that are subject to change are made in pencil and all other entries are made in pen or typewritten. Pencil entries must be kept up to date by the unit Re-Up NCO. After each interview, specific remarks must be made to record the results of the interview as well as the soldier's attitudes toward further service.

The disposition of the reenlistment card depends upon a change in the individuals reenlistment status. When an individual is transferred or reassigned before his ETS, the commander makes an entry in the reenlistment status portion of the card reflecting his recommendation as to eligibility and initials the entry. The card is then sent to the unit personnel officer for forwarding with his other personnel records to his new duty station. The gaining unit personnel officer verifies the personnel data on the card and forwards it to the new unit commander. When a soldier reenlists, his old DA Form 1315 is destroyed and a new card is prepared for the new period of enlistment.

#### 16-5. COMMON UNIT REENLISTMENT PROBLEMS

Listed below are a few common problems that may account for lower than desired reenlistment rates.

(1) Some reenlistment programs do not start early enough. Do not ignore a soldier until just before ETS and then give him a high-pressure sell. There must be everyday good leadership and personal communication to make a man think well of the Army and want to re-up.

(2) Some reenlistment programs fail because of failure to maintain DA Form 1315's. Selective reenlistment is difficult without the information on these cards. Good reenlistment prospects may not be given the attention they deserve and others who ought to be "barred" may be given too much attention. Hasty last-minute research on a prospect won't cut it.

(3) Unit Re-Up NCO's usually have a limited time for this additional duty. There must be a real incentive to put forth the extra effort that a good Re-Up NCO must have. Every unit Re-Up NCO should be hand picked and definitely be the best man for the job within the unit.

The following list is some basic guidelines for interviews which will be helpful.

#### 16-6. DO'S AND DON'TS FOR INTERVIEWERS.

1. Make sure that counseling is conducted in complete privacy. Remember that reenlistment is an extremely personal thing with most soldiers.
2. Know as much about the individual as possible. Collect information beforehand and be familiar with his background, eligibility for reenlistment, and personal feelings and attitudes.
3. Make an outline of the topics for discussion. This will ensure that you cover all the essential points and will also save time.
4. Be sure the soldier is at ease. Full effect of the reenlistment interview can be gained only through an informal, friendly atmosphere. Interviews are most successful when the soldier expresses himself freely and candidly.
5. Show a genuine interest in the soldier's future career.
6. "Tailor" your presentation to the interest of the soldier and to his age, experience, and grade.

7. Stimulate the soldier's realization of his own responsibility for realistically planning his career.
8. Afford ample opportunity for the soldier to air his views.
9. Help the soldier center his attention on career objectives. Point out the scientific, technological, managerial, educational, and other opportunities an Army career provides in attaining his career goals.
10. Discuss the important issues the soldier presents.
11. Don't belittle or talk down to the soldier.
12. Don't use "hard sell" techniques or give unasked advice.
13. Avoid argument.
14. Don't criticize civilian opportunities, but make sure the soldier knows and understands the advantages of an Army career.
15. Don't let the interview bog down.
16. Don't try to answer questions beyond your scope. Get the answers or arrange for the soldier to see the primary-duty Army career counselor.
17. Don't give up until the soldier has reached a definite reenlistment decision.

Section 17. SELF HELP PROGRAM

17-1. PRIMARY REFERENCE:

TRADOC Reg 420-5.

17-2. RESPONSIBILITIES:

a. TRADOC Reg 420-5 establishes uniform engineering procedures for all TRADOC installations but may be applicable to other installations. In general, the Facilities Engineer is responsible for new work, maintenance and repair of buildings, facilities, grounds and training areas which are beyond the capability of the self-help programs.

b. The Facilities Engineer and the Deputy Post Commanders of installations are responsible for establishing troop and family housing self-help programs within their respective posts.

c. Commanders of major units and tenant organizations within these organizations will establish troop self-help programs.

d. Each military sponsor of a family occupying government quarters will familiarize himself with the family housing self-help program and accomplish such work as prescribed in DA Pamphlet 210-2.

e. Minor maintenance and repair of buildings and facilities not included in troop or family housing self-help programs will be accomplished by DFAE Preventive Maintenance teams on a routine scheduled basis.

Section 18. ALCOHOL AND DRUG ABUSE

18-1. PRIMARY REFERENCE: AR 600-85.

18-2. RESPONSIBILITIES:

a. Rehabilitation:

(1) The following publications should be on hand:

(a) Hand-out entitled "Commanders Briefing on Alcohol and Drug Abuse."

(b) Hand-out entitled "The Unit Commander's Role in the Alcohol and Drug Abuse Prevention and Control Program (ADAPCP)."

(2) AR 600-85, Alcohol and Drug Abuse Prevention and Control Program should be available to the company from the battalion if not on hand.

(3) Military personnel apprehended by the PMO for alcohol and other drug abuse incidents (other than sales) will be referred to the ADAPCP for evaluation (AR 600-85, 3-7). Civilian employees and their dependents will be offered the opportunity of ADAPCP counseling services.

(4) When personnel are identified, voluntarily or involuntarily, as possible alcohol or other drug abusers, the commander will perform the following:

(a) Personally inform the soldier of the reason for referral.

(b) Advise the soldier of his rights under Article 31.

(c) Explain provisions of the exemption policy.

(d) Provide individuals with the opportunity to offer additional evidence on their own behalf.

(5) If the individual is declared a rehabilitation failure, the commander should expeditiously initiate separation action UP AR 635-200.

b. Prevention and Training:

(1) Battalion and separate companies will appoint at least one enlisted person, NCO, as the Alcohol and Drug Coordinator (ADC). This soldier must be thoroughly familiar with the ADAPCP and other services in the community to assist alcohol and other drug



abusers. The ADC will assist the officer assigned collateral duties as ADCO, the Commanders, and subordinate units in all aspects of the ADAPCP (AR 600-85).

(2) Commanders at all levels will ensure that qualified instructors conduct alcohol and other drug abuse prevention education to E-1 through E-4 personnel within 60 days after each PCS (AR 600-85). Commander will also conduct alcohol and other drug abuse prevention education to E-5 through E-9 and officers and emphasize alcohol and drug elements unique to this Command, local military and civilian resources, and leaders' responsibilities for identification, referral, and maintenance of military discipline (AR 600-85).

Section 19. UNIT SPORTS PROGRAM

19-1. PRIMARY REFERENCES:

DA Pamphlet 28-9.

19-2. RESPONSIBILITIES:

a. Unit level recreational sports programs that provide a full range of athletic activities should be established within all units. These activities should be conducted during afternoon duty-time hours whenever training requirements permit with a goal of a minimum of 4 hours per week for such activities. (DA Pam 28-9)

b. Unit athletic teams should support and participate in the Post Intramural Sports Program. Further, those outstanding unit soldier-athletes who participate in the intramural sports program should be permitted to participate with a Post Team for higher level (MACOM and DA) competition when selected. (DA Pam 28-6)

c. All units should have those athletic supplies and equipment on hand as authorized by current Tables of Allowance. (CTA 50-900 and CTA 50-909)

Section 20. ORIENTATION BRIEFING OF NEWLY ASSIGNED SOLDIER

20-1. PRIMARY REFERENCES:

Unit SOPs.

20-2. GENERAL: As a first step in making a newly assigned soldier feel welcome and build unit cohesion, it is vitally important that each new soldier receive an orientation briefing immediately upon arrival in the unit. The briefing should be comprehensive and should be responsive to the soldier's needs. The briefing, presented by the unit commander and first sergeant, should include the following subjects as a minimum:

- a. Introductions and welcoming comments.
- b. Personal information about the new soldier, i.e., family situation, housing requirement, medical problems, financial problems, transportation requirements, education and recreation opportunities, etc. Provide information concerning post agencies available to provide assistance to the soldier as required.
- c. Explanation of the company organization, key personnel, location of unit facilities such as barracks, dining facility, motor pool, etc.
- d. Unit history and traditions.
- e. Unit standards of personal appearance and area police.
- f. Barracks SOP or family housing regulations, as appropriate.
- g. Crime prevention and physical security.
- h. Safety on and off the job. Include off-duty activities such as driving and swimming.
- i. DWI prevention and counseling.
- j. Equal opportunity.
- k. Weight control.
- l. Upcoming training and travel schedule.
- m. Barracks assignment, issue of linen, locks, TA-50, etc.
- n. Inprocessing assistance (unit guide, transportation, etc.).

- o. Assignment to platoon or section.
- p. Introduction to platoon/section chain of command.
- q. Alcohol and Drug Abuse Control Policies and Procedures.
- r. Orientation for wives and dependents (handled by the "Chain of Concern"/ISG, Company Commander's wife).

## Section 21. DAYROOMS

### 20-1. PRIMARY REFERENCES:

AR 215-1, Administration of MWR Activities and NAFI's (contained in MWR updates)

CTA 50-909 Chapter 16, Allowances for Quarters/Dayrooms

### 20-2. GENERAL:

Dayrooms are areas which can provide a relaxing place for soldiers to unwind. Unfortunately, they are all too often ignored by the chain-of-command and fallen into disrepair. Additionally, some are protected by exhaustive rules and procedures that are enforced by the command to keep them "pretty", resulting in no one using them. There is no purpose in having a dayroom if the soldiers don't use it.

Your two main points of contact for dayrooms upgrades will probably be the S-1 and the S-4, depending on the battalion. The S-1 should be the interface for Morale, Welfare, and Recreation funds, and the S-4 will be the point of contact for ordering furniture. CTA 50-909 gives the allowances for dayrooms. In addition, Candy/Beverage machines and video games can be arranged through your local AAFES.

## **CHAPTER 2**

### **ADDITIONAL AND SPECIAL DUTIES**

Officers can never act with confidence until they are masters of their profession.

*Henry Knox*

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## 1. INTRODUCTION

a. This chapter is designed to give an insight into some of the many additional duties. Not all duties are treated herein, but the most common ones are addressed. This booklet is designed for the US Army as a whole and is, by necessity, rather general with comments presented by a group of captains who have "lived through" the experience. More exact or detailed information on each duty that concerns the area where he is assigned can be found in the same series regulation for your area, i.e., AR 28 series governs Special Services, USAREUR 28 series regulations governs Special Services in the Seventh Army. These area regulations are necessary to obtain required reports, reporting periods, due dates, special emphasis, and local modifications.

b. In each duty listed, the duties are stated as "The officer is responsible to the commander for ...." In each additional duty, you are a special staff officer with no command authority except that given specifically by the commander—you are an adviser to the commander. The commander depends on you for sound, timely advice. If you study your duties and know our subject, you are well on your way to a successful career.

c. If your unit does not have the forms or publications listed, they can be requested using the DA Pamphlet 310 series and the DA forms 12 and 17 series. DA Pamphlet 310-1 lists administrative, doctrinal, training, and organizational publications. DA Form 12 series is used for requesting initial requirements, and DA Form 17 is used for subsequent requests.

d. IMPORTANT. Due to the constantly changing nature of Army Regulations and publications not all the references in this chapter may be current. Many of the current regulations will be superceded as the new ARMY UPDATE SERIES are published. Again, this chapter is only meant to be used as a guide and not as an absolute reference in regard to Additional Duties. DA Pamphlet 310-1 (generally in Micro-Fiche format) lists the most current publications or associated UPDATE book available.

## 2. AMMUNITION OFFICER

a. Duties. The battalion ammunition officer (usually the Support Platoon Leader) is responsible to the commander for the control, maintenance, and requisition of training and basic load ammunition.

### b. References.

- (1) ASubScd 6-1, Field Artillery Ammunition.
- (2) FM 9-6, Ammunition Service in the Theater of Operations.
- (3) FM 23 series (Weapons--including accessories and ammunitions).
- (4) TA 23-101, Miscellaneous Ammunition and Explosives.
- (5) TA 23-100-6, Ammunition, Rockets, and Missiles for Unit Training.
- (6) AR 190-11, Physical Security of Weapons, Ammunition, and Explosives.

(7) AR 385-63, Regulations for Firing Ammunition for Training, Target Practice, and Combat.

(8) AR 75-1, Malfunction Involving Ammunition and Explosives (Reports Control Symbol AMC-132).

c. Forms. DA Form 581, "Request for Issue and Turn-in of Ammunition," a multipurpose form that can be used for request, allocation, and report of ammunition in hands of troops.

d. General Comments.

(1) Additional duties appointed to the ammunition officer include inventory of ammunition to maintain correct lot numbers, DODAC numbers, and amounts of authorized types of ammunition, maintenance of ammunition stock status cards to reflect the current date and test firing data, turn-in of damaged and excess ammunition to S4, requisition of training ammunition in accordance with training needs, inspection of stored ammunition while the vehicles are in ordinance for repairs.

(2) The company ammunition officer has an increased responsibility in a tank company or cavalry troop due to the fact that the basic load ammunition is maintained or in a ready-for-war upload storage configuration. He is responsible for the cleanliness, serviceability, and accountability of all ammunition.

(3) Some other concerns are as follows:

(a) Ensure required communications are established and maintained.

(b) Have no other duties assigned.

(c) Notify Range Control in the event of a weapon or ammunition malfunction causing personnel injury or property damage.

(d) Account for ammunition expended and disposal of residue and unfired munitions.

### 3. CLAIMS OFFICER

a. Duties. The claims officer is responsible to the commander for all claims matters in the command, including the prompt investigation of incidents that may give rise to claims.

b. References. AR 27-20, "Claims." This guide contains most of the information that the claims officer will need.

c. Forms.

(1) SF 95, Claim for Damage or Injury. Use this form in a case where a third party is involved.

(2) DA Form 1089, Claim for Personal Property. The form on which the claimant normally will submit his claim.

(3) DA Form 1208, Report of Claims Officer. Used when making a full investigation of a claim.

(4) DA Form 1668, Small Claims Certificate. If it appears a small claim may arise, you will make a report of investigation on this form.



d. General Comments.

- (1) Each separate battalion, regiment, etc., is required to appoint as claims officer a qualified commissioned officer or civilian. At the company or battalion level, the claims officer will usually be an investigating officer. He should consider all aspects of the incident to determine the extent of his investigation. He should visit the scene of the incident and personally inspect the damage to property. He should obtain all evidence that will assist in the settlement of a claim, including, when pertinent, photographs, maps, or sketches showing measurement, skid marks, road signs, and other physical characteristics of the scene. He should inspect police files, including accident reports when applicable. He should obtain statements from all witnesses and persons involved in the incident.
- (2) The claims officer must prepare a written report of investigation covering all pertinent aspects of the incident including, when necessary, recommendations as to both liability and amount. In some investigations the investigating officer will be asked only to judge whether or not the claim is a reasonable amount.
- (3) In many commands, it is necessary to submit potential claims reports or investigations concerning incidents that might be the basis of a future claim. These reports and investigations are much easier to prepare at the time of the incident or immediately afterward rather than several months later. These "potential claims" can be matched up later with the actual claims and will generally furnish the necessary information and documentation for immediate action on the claims. When required, every effort should be made to submit these reports as often as necessary.
- (4) Prior to beginning any work on a claim, the claims officer should contact the JAG claims section for advice and guidance.

4. CLASSIFIED DOCUMENT OFFICER

a. Duties. This officer is responsible to the commander for conducting physical security checks in the unit area and safeguarding classified documents at unit level.

b. References.

- (1) AR 380-5, Department of the Army Information Security Program.
- (2) (C)AR 380-40, Department of the Army Policy for Safeguarding COMSEC Information (U).
- (3) AR 380-41, Control of COMSEC Material.

c. Forms.

- (1) DA Label 24, Top Secret Cover Sheet.
- (2) DA Label 23, Secret Cover Sheet.

- (3) DA Label 22, Confidential Cover Sheet.
- (4) DA Form 3964, Destruction of Classified Records. When a document is destroyed, it will be completely identified and recorded on the form.
- (5) DA Form 969, Top Secret Document Record.

d. General Comments. This additional duty requires only a small, but important, part of an officer's time to perform.

- (1) At unit level, this duty consists primarily of physical security spot checks of desk drawers and office in/out boxes. If there are any classified documents that are required to be maintained in the unit, the classified document officer must ensure that they are safeguarded properly in a secure container. He must also ensure that no unauthorized personnel have access to the container.
- (2) The forms listed are only a few with which the classified document officer must become familiar. Application of these forms and additional forms are explained in detail in AR 380-5.
- (3) The officer must insure that all documents are properly controlled and accountability is maintained.

## 5. SIGNAL OFFICER

a. Duties. The Signal Officer advises the commander and staff on all C-E matters, including the supervision and instruction of Signal personnel, the maintenance of the COMSEC (communications security) sub-account/receipt, the operational control of the unit's Communication Platoon, the supervision of unit C-E equipment and the monitoring of C-E equipment maintenance status, and the coordination of communications requirements with higher, lower and adjacent units.

### b. References.

- (1) FC 11-50, (Heavy), Combat Communications within the Division (Heavy).
- (2) AR 380-40, (C) Policy for Safeguarding and Controlling COMSEC Information (U).
- (3) TM 738-750, The Army Maintenance Management System (TAMMS).
- (4) FM 101-5, Staff Organization and Operations.

c. General Comments. In carrying out his duty responsibilities the Signal Officer must supervise his communication chief, all radio repairmen (assigned or detached), wiremen, and radioteletype operators. He must ensure that operator and organizational maintenance is performed, signal security is maintained at all times, and control and accountability of COMSEC material and equipment are maintained. (Note. The Signal officer position is normally authorized on the TO&E for a specialty code 25A officer. The responsibility of COMSEC custodian is normally given to the Signal Officer as an additional duty, appointed by orders. However, any officer may be appointed the COMSEC custodian.)

6. CONSERVATION OFFICER

a. Duties. The conservation officer is responsible to the commander for implementation of the utilities utilization program (AR 420-44) in conjunction with local SOP and regulations dealing with utilities conservation.

b. References.

- (1) Local regulations SOP.
- (2) AR 420-44, "Utilities Management Analysis."

c. General Comments. The following conservation rules constitute the minimum measures that must be taken to ensure a successful conservation program.

(1) Heat and fuel.

- (a) Radiators will be turned down or off, depending on the weather, during periods that rooms are not occupied.
- (b) Exterior doors and windows will be kept closed during seasons that buildings are heated, except when proper ventilation is needed.
- (c) Report all leaking radiators immediately to post engineers for repair.

(2) Electricity.

- (a) "Lights out" will be observed in sleeping rooms during sleeping hours.
- (b) All interior lights are to be turned off during daylight hours except in offices and areas that require lighting.
- (c) All exterior lights will be turned off as early as possible or left off if practical.
- (d) Transformers will be disconnected when not actually in use (in areas where it is necessary to convert current to 115V).

(3) Water.

- (a) Showers and washrooms will be checked at regular intervals each day to ensure that showers and water taps are turned off when not in use.
- (b) Report leaking water fixtures immediately to the post engineers for repair.
- (c) Checklists can be prepared for these daily inspections.

(4) Inspections. Periodic inspection reports should indicate areas where utilities are being used unnecessarily, and whether inoperable facilities are repairable through the self-help program or require post engineer service. Any malfunction of equipment that results in a waste of utilities should be repaired immediately through the self-help program if possible, and if not, it should be reported to post engineers as soon as it is noted.

(5) Information. Keep all personnel informed concerning conservation, in other words advertise.

7. COMSEC (Communications Security) Custodian

a. Duties. The COMSEC custodian is responsible for the unit COMSEC subaccount or handreceipt, issuing and accounting for security equipment, key lists, codes, ciphers, and authentication systems in accordance with current regulations. He also maintains, issues, and accounts for the unit's communication-electronics operation instructions (CEOI) in accordance with current regulations. He coordinates the maintenance support for COMSEC equipment.

b. References.

- (1) AR 380-5, Department of the Army Information Security Program.
- (2) AR 380-40(C), Policy for Safeguarding and Controlling COMSEC Information (U).

c. General Comments.

- (1) Normally the COMSEC custodian duties are assigned to the unit Signal officer.
- (2) The COMSEC custodian must also:
  - (a) Have prepared and practiced emergency evacuation and destruction plans for COMSEC material and equipment under his control and at the user level.
  - (b) Maintain a current list of those personnel having a security clearance who have use of or access to COMSEC material and equipment.

8. EDUCATION OFFICER

a. Duties. The education officer is responsible to the commander for helping unit personnel enhance individual education and career development.

b. References.

- (1) AR 28-1, Army Recreation Services.
- (2) AR 350-90, Noncommissioned Officer Academics.
- (3) AR 351-1, Military Education and Training.
- (4) AR 351-20, Army Officer Candidate Schools.
- (5) AR 351-20, Army Correspondence Courses.
- (6) AR 352-2, Education of Dependents in Oversea Areas.
- (7) AR 600-200, Army Command Policy and Procedure.
- (8) AR 621-1, Training of Military Personnel at Civilian Institutions.
- (9) AR 621-108, Military Personnel Requirements for Graduate Level Education.
- (10) DA Pam 352-1, Education Scholarships, Loans, and Financial Aids.
- (11) DA Pam 351-3, Noncommissioned Officer Education System (NCOES).
- (12) DA Pam 351-20, Announcement of Army Correspondence Courses.
- (13) AR 621-5, Army Continuing Education System.
- (14) DA Cir 621-84-1, Civil Education for Officer Personnel at Civilian Institutions.

c. Forms. Refer to unit SOP's.

d. General Comments.

- (1) The education officer will not usually teach, but will make information available on educational opportunities for his unit.
- (2) Close coordination with post education center and the post library is a must and will greatly benefit and assist the education officer in pursuing his duties.

9. FIRE MARSHAL

a. Duties. The unit fire marshal is responsible to the commander in the conduct of his duties relative to fire prevention and protection. He ensures that necessary instruction is presented annually, and to newly assigned personnel.

b. References.

- (1) AR 420-90, "Fire Prevention and Protection."
- (2) Local regulations.

c. Forms. DA Form 253, "Fire Extinguisher Record Tag." Used to record periodic inspections and recharging of fire extinguishers.

d. General Comments.

- (1) Inspect assigned buildings and grounds in accordance with local regulations to detect and eliminate fire hazards, ensure that proper fire prevention measures are being practiced and that fire evacuation plans are current and properly posted. The date and time of inspection will be recorded for all buildings other than family quarters.
- (2) Ensure that all personnel know how to report a fire, how to use a fire extinguisher, and above all practice effective fire prevention measures.
- (3) Inspect fuse boxes each week to ensure that proper size and type fuses are being used. If there are any questions concerning the proper size or type, contact the local fire department or post engineer.
- (4) Instruct crews of track vehicles how to use the fixed fire extinguishers immediately in the event of a fire in the engine compartment.
- (5) Inspect all fire extinguishers monthly, and record the date on the Da Form 253, "Fire Extinguisher Record Tag." All extinguishers will be given a thorough inspection semiannually. Record the inspection in the remarks section of the green extinguisher tag on vehicles and portable equipment.
- (6) Recharge, or cause to be recharged, all soda acid, foam, and CTC type fire extinguishers annually. New extinguisher tags will be attached to each extinguisher when given the annual recharge service. Return all fire extinguishers that are damaged or unserviceable to the engineer section that furnishes support.

- (7) Ensure that locally required emergency information is placed in a conspicuous location near each telephone. Check to see that evacuation diagrams are current and correct, and that warning devices are available in all sleeping areas. Fire drills will be conducted as required or as necessary.
- (8) Have all CO<sub>2</sub> type extinguishers weighed semiannually. Attach new tags to the extinguisher after this service. A notation of the weight check will be made on the tag under the remarks A W (annual weight) and S W (semiannual weight). Not more than 10 percent weight loss is allowable on the rated capacity of the extinguisher. Fire inspectors or local military or civilian fire department personnel will usually assist in weighing these extinguishers.
- (9) Coordinate closely with local fire department.

10. FORM CONTROL AND RECORDS MANAGEMENT OFFICER (normally the Battalion S-1)

a. Duties. This officer is responsible to the commander for supervising the unit form management program, advising the commander on all form management matters, ensuring that no unauthorized forms are used by any member of the unit, and coordinating with the Brigade and Division form control and records management officer in order to effectively supervise the uses of standard, accepted forms.

b. References.

- (1) AR 310-1, "Publications, Blank Forms, and Printing Management."
- (2) AR 340-1, "Records Management Program."

c. Forms. As required by local SOP.

d. General Comments. This additional duty requires only a small percentage of an officer's time.

- (1) The form control and records management officer at battalion level is primarily responsible for implementing measures that will prevent unit personnel from producing unauthorized forms and ensure that only those files which are to conduct the mission of the organization are maintained. He must also constantly spot-check the organization to determine if any unauthorized forms are being used and that the files identification, maintenance and disposition are met. This officer must also advise the commander of the existence of such forms and what actions should be taken.
- (2) There are times when a member of a unit designs a form that would simplify the data needed or reduce the time of gathering such data; if the forms control officer feels that this new recommended form is beneficial, he must forward it to the brigade form and management control officer. The brigade control officer then

forwards this recommended form through channels to the Adjutant General Office for final approval.

- (3) Overall, the most effective way of implementing a form control and records management program is through the unit's SOP. The unit officer assigned this duty can increase the effectiveness of the program by closely observing the administrative operations of his unit.

#### 11. INCOME TAX OFFICER

a. Duties. The income tax officer is responsible to the commander for assisting men in the command with their federal and state income taxes.

b. References.

- (1) Your Federal Income Tax, 19\_\_ Edition for Individuals, a US Treasury Department, Internal Revenue Service publication.
- (2) NAVSO 1983, Federal Income Tax Information for Service Personnel (Naval pamphlet).

c. Forms. US Treasury Department, Internal Revenue Service forms:

- (1) 1040, US Individual Income Tax Return.
- (2) 1040A, US Individual Income Tax Return.
- (3) Schedule C (Form 1040), Statement of Business Operations.
- (4) Schedule D (Form 1040), Gains and Losses from Sales or Exchange of Property.
- (5) 2440, Statement to Support Exclusion of Sick Pay.
- (6) 2441, Statement of Expenses for Care of Children and Certain Other Dependents.

d. General Comments.

- (1) Most income tax officers go to a special school of about one week near Christmas. During this school, the income tax officer will become familiar with and be issued the forms needed for the usual cases of income tax problems found in the command. The above references should be obtained if this school has not been offered, or if your were not available for this school.
- (2) Since income tax laws and rulings are constantly changing, few general guides can be given. The usual problems encountered are those concerning child support, capital gains, pay received while in the hospital or on convalescent leave, and losses or gains on property. These areas should be studied in the references above and explained by the Staff Judge Advocate.
- (3) If any unusual or difficult problems arise, send the man to the Judge Advocate's office. You must ensure that your men pay only that amount required by law, but you must also ensure that your men do not have to go to court later.

## 12. PUBLIC AFFAIRS OFFICER

a. Duties. The Public Affairs Officer is responsible to the commander for the command information, public information and community relations programs of the unit.

### b. References.

- (1) AR 360-5, Public Information.
- (2) AR 360-61, Community Relations.
- (3) AR 360-81, Command Information Program.
- (4) DA Pam 360-3, Army Hometown News Program.
- (5) DA Pam 360-5, The Public Affairs Officer's Guide.

c. Forms. DA Form 2266, Information for Hometown News Release.

### d. General Comments.

- (1) Possible stories to be submitted could deal with regular unit activities that would be considered unusual in the civilian environment, for example, gunnery.
- (2) The scope of the duties of information officer is only restricted by his imagination.
- (3) Coordinate closely with Battalion and Brigade Public Affairs Officer.

## 13. INSURANCE OFFICER

a. Duties. The insurance officer is responsible to the commander for answering any questions and providing any help that unit personnel may need on the subject of insurance.

### b. References.

- (1) AR 210-8, Solicitation and Sale of Insurance on Army Installations.
- (2) AR 608-2, Serviceman's Group Life Insurance.
- (3) AR 608-5, Government Life Insurance.
- (4) AR 608-8, Mortgage Insurance for Service Members.
- (5) DA Pam 360-505, Uniformed Services Health Benefits Program.

### c. Forms.

- (1) DA Form 2056, Commercial Insurance Solicitation Record.
- (2) DA Form 41, Record of Emergency Data.

### d. General Comments.

- (1) The insurance officer should be familiar with all types of insurance.
- (2) Being insurance officer is an important task and should not be taken lightly. A great deal of money can be lost by an individual due to ignorance of what his policies cover.
- (3) An insurance officer should not direct the decision as to what type of insurance an individual should obtain, but only give factual information and ensure that the individual understands what he is buying.
- (4) When the insurance officer comes to the limit of his knowledge he should send the man to the legal assistance officer for additional guidance.



- (5) Don't make recommendations as to commercial insurance companies.

#### 14. LINE-OF-DUTY INVESTIGATOR

a. Duties. The line-of-duty (LOD) investigator is responsible to the commander for determining whether an accident or injury was sustained in the line of duty, or was incurred by misconduct.

b. References.

- (1) AR 630-10, Absence without Leave and Desertion.
- (2) AR 635-40, Physical Evaluation for Retention, Retirement, or Separation.
- (3) AR 600-33, Line-of-Duty Investigators.

c. Forms.

- (1) DA Form 2173, Statement of Medical Examination and Duty Status.
- (2) DD Form 261, Report of Investigation--Line of Duty and Misconduct Status.

d. General Comments.

- (1) Visit the JAG office for guidance and assistance.
- (2) The scene of the accident should be visited by the LOD investigator as soon as possible.
- (3) The LOD investigator must find the facts and substantiate evidence, then evaluate and determine by his investigation the exact circumstances by which the death, disease, or injury occurred.
- (4) The following areas should be given special consideration:
  - (a) Statements of witnesses.
  - (b) Photographs.
  - (c) Diagrams.
  - (d) Date and time of accident.
  - (e) Description.
  - (f) Local official reports.
- (5) If an individual incurs an injury or a disease, or is killed, and it is determined that this incident occurred while not in the line of duty but due to misconduct, he is subject to loss of all or some of his benefits.

#### 15. MAINTENANCE OFFICER (normally the Company XO)

a. Duties. This officer is responsible to the commander for establishing a maintenance program or supervising the existing maintenance program, and supervising the efforts of the maintenance section both in the field and in garrison.

b. References. References used by the maintenance officer are as follows: (Many of these publications may be superseded by the Army Regulation Update System.

- (1) TM 9-243, Use and Care of Handtools and Measuring Tools.
- (2) TM 9-2630-200-14, Identification, Inspection, Classification, Maintenance, Storage, Disposition, and Issue of Solid-Rubber Tires and Track Vehicles.

- (3) TM 9-8000, Principles of Automotive Vehicles.
- (4) TM 21-305, Manual for the Wheeled Vehicle Driver.
- (5) TM 21-306, Manual for the Tracked Combat Vehicle Driver.
- (6) TM 738-750, w/C, The Army Maintenance Management System (TAMMS).
- (7) Technical manual for each type of equipment supported.
- (8) DA Pam 310-1, Military Publications: Index of Administrative Publications.
- (9) DA Pam 310-4, Military Publications: Index of Technical Manuals, Technical Bulletins, Supply Manuals (Types 7, 8, and 9), Supply Bulletins, and Lubrication Orders.
- (10) DA Pam 750-1, Commander's Guide for Preventive Maintenance Indicators.
- (11) DA Pam 310-7, US Army Equipment Index of Modification Work Orders.
- (12) Technical bulletins, modification work orders, and lubrication orders for each piece of equipment supported.
- (13) Unit maintenance standing operating procedure (SOP).
- (14) Self-service supply center catalog.
- (15) ST 171, Maintenance Management, USAARMC, Fort Knox.

c. Forms.

- (1) Equipment logbooks for each vehicle supported.
- (2) Supply forms and records as prescribed by AR 710-2 and TM 38-750.

d. General Comments.

- (1) Maintenance is one of the most important areas of command. This importance has increased as a result of various world-wide commitments and the introduction of new, highly sophisticated equipment into the Army's inventory. Units must be able to move in order to fight.
- (2) The officer assigned this additional duty must become thoroughly proficient in this area. He must be capable of managing and supervising his maintenance personnel and facilities in order to get the most out of what is available. An example of this is the amount of workload required by Q services he programs into his shops. Management of personnel include such tasks as assignment of jobs, cross-training of wheel and track mechanics, schooling of assigned mechanics, and on-the-job training for mechanics having no formal schooling.
- (3) In the maintenance field, the maintenance officer must know the operator and crew maintenance responsibilities of all organic equipment, organizational maintenance of organic equipment, proper maintaining of required maintenance records, procedures for the submission of various required maintenance reports, and proper employment of the maintenance section during field exercises.

- (4) The maintenance officer is directly responsible for the flow of repair parts in his unit. This can be accomplished by close supervision of the repair parts specialist. In order to properly supervise his repair parts specialist, the maintenance officer must know such supply procedures as requisitioning, direct exchange of repair parts, and turn-in of unserviceable repair parts. Similarly, he must be capable of inspecting, correcting, and supervising the maintenance of supply records.
- (5) This overall discussion of maintenance has been very general in nature. It is impossible to discuss every facet of maintenance without writing a book on the subject. However, this is not necessary as there are many publications that have been published on the subject. It is important to remember that every officer must educate himself in depth on this subject in order to perform effectively.
- (6) The maintenance officer must work closely with, and understand, the duties of the Motor Sergeant, Supply Sergeant, and Commo Sergeant.

#### 16. MANEUVER DAMAGE CONTROL OFFICER

a. Duties. This officer is responsible to the commander to report to higher headquarters all damages to civilian property incurred during an Army maneuver conducted off a military reservation.

b. References.

- (1) AR 27-20, "Claims."
- (2) Local maneuver damage SOP.

c. Forms. As required by local SOP.

d. General Comments. The additional duty of the maneuver damage control officer is performed only during off-post maneuvers involving military units. Normally the reports, and administration channel through which to submit these reports, are as specified in the local maneuver damage SOP.

- (1) In the United States, this duty is not performed on a regular basis as in overseas commands, due to the fact that the major military reservations in the United States are capable of supporting division-size exercises; however, all overseas major commands must maneuver their subordinate units on civilian property.
- (2) One of the countries where maneuver damage presents the greatest problem is Germany. Two factors are the high concentration of military units in this country and the small number of military posts that are capable of supporting battalion-size military maneuvers.
- (3) It is important to note that maneuver damage must be considered under combat conditions as well as peaceful conditions. A typical example was Vietnam. Due to the fact that the United States had not formally declared war against North Vietnam, the US troops in South

Vietnam were guests of that country. Hence, damage to civilian property was of utmost concern to US commanders. Particular emphasis was given to rubber trees, which are one of Vietnam's vital economical products.

- (4) An officer who receives an assignment to Korea or Germany may be required to perform this additional duty.
- (5) Understand the rules and regulations governing settlement of maneuver damage claims in your particular area of operations.

17. MEMBER OF COURTS-MARTIAL

a. Duties. A member of a courts-martial is responsible for hearing all the evidence presented in the courts-martial and rendering a fair and impartial judgement.

b. References.

- (1) AR 350-212, Military Justice.
- (2) DA Pam 27-7, Military Justice Handbook--Guide for Summary Court-Martial Trial Procedure.
- (3) DA Pam 27-10, Military Justice Handbook--The Trial Counsel and the Defense Counsel.
- (4) DA Pam 27-15, Trial Guide for Special Court-Martial.
- (5) DA Pam 27-18, Desk Book for Special Court-Martial Convening Authorities.
- (6) DA Pam 27-19, Legal Guide for commanders.
- (7) DA Pam 27-22, Evidence.
- (8) AR 27-13, Courts of Military Review--Rules of Practice and Procedure.

c. Forms. As required by local SOP.

d. General Comments.

- (1) Members of a court-martial should strive to remain as unbiased as possible in regard to outside influences that would affect their judgement.
- (2) In order to gain a better understanding of the courts-martial system, an officer should:
  - (a) Read the Manual for Courts-Martial.
  - (b) Sit in on a court-martial and observe the procedures.
- (3) If a court member feels that he should not sit on the court-martial due to reasons that could influence his decision, he should inform the convening authority before the court opens.
- (4) The court member should familiarize himself with the "Manual for Courts-Martial" and DA Pam 27-14, Trial Guide for the Special Court-Martial.

## 18. MESS OFFICER

a. Duties. The mess officer is responsible to the commander for supervision of the company mess section when it is attached to the company. During any period when the company is served by a consolidated mess, the company mess officer must coordinate with the mess officer of the consolidated mess to ensure that the company is fed properly and promptly regardless of special requirements of the company's training schedule.

### b. References.

- (1) TM 5-634, Refuse Collection and Disposal; Repairs and Utilities.
- (2) TM 5-636, Kitchen Equipment; Repairs and Utilities.
- (3) TM 5-637, Inspection and Preventive Maintenance Services for Kitchen Equipment.
- (4) TM 10-405, Army Mess Operations.
- (5) TM 10-415, Dining Facility Equipment: Operation and Operator Maintenance.
- (6) TM 10-419, Preparation and Serving of Food in the Garrison Mess.
- (7) AR 30-1, The Army Food Service Program.
- (8) AR 30-7, Operational Rations and Authorized and Net Feed Strengths.
- (9) AR 30-11, Army Food Program.
- (10) AR 30-46, Subsistence Report and Field Ration Request.

### c. Forms.

- (1) DD Form 1544, "Cash Meal Payment Book." This book is used by the unit mess to record the number of meals sold to individuals who must reimburse the government for subsistence. The forms are drawn from the officer designated by the headquarters responsible for consolidating unit ration requests. Cash collection sheets will be numbered serially and signed by the installation cash collection sheet control officer before issue.
- (2) DA Form 3034, "Cook's Worksheet" (Breakfast) (Dinner) (Supper). This form is used as a management control by which the steward plans for preparing, cooking, and serving food for a particular 24-hour period; it records edible plate waste and thereby aids in its control; it may be used as a barometer for determining the food preferences of the men who eat in the mess, and it reminds the mess steward of the necessity for keeping leftovers at a minimum. The cook's worksheet must be posted in a conspicuous location in the mess. Oral instruction given by the mess steward to members of the mess staff may be forgotten, but when posted on the cook's worksheet they are always available when guidance is needed. TM 10-405, para 51, lists the preliminary

and complete information provided by the cook's worksheet in addition to providing a guide to its preparation.

- (3) DA Form 2970, "Subsistence Report and Field Ration Request." This form is prepared by each unit to indicate the number of meals expected to be consumed on a particular date or dates. It reflects the daily personnel status of the reporting unit in regard to subsistence. The unit commander is responsible for drawing only sufficient food for each meal to feed the estimated number of men to be present. Ration requests are forwarded to the ration breakdown point for use as the issue to the unit. Detailed instructions for filling out DA Form 2970 are contained in AR 30-46.

d. General Comments.

- (1) TM 10-405, Army Mess Operations, is a very good guide to unit mess operation, use it. The mess officer's duties may vary somewhat from unit to unit; however, normally his duties and responsibilities are to:
  - (a) Insure that the required subsistence, equipment, and supplies necessary to operate the mess and feed troops are obtained.
  - (b) Make frequent inspections of the mess to see that all subsistence is stored properly according to its perishability; that the menu is being followed and only authorized substitutions are made; that the cook's worksheet is followed carefully for details of preparing, cooking, and serving; that leftovers are kept to a minimum and used to the fullest extent; that all mess equipment is maintained and used properly; that all phases of sanitation are enforced, and that stored food is not spoiled.
  - (c) Institute methods of food conservation.
  - (d) Sample prepared foods frequently to determine their palatability and inspect them for attractive appearance.
  - (e) Encourage all mess personnel to further their training and improve themselves in the performance of their duties. Supervise on-the-job training programs for mess attendants, cooks, and mess stewards. Supervise the keeping of supply and equipment records and mess accounts.
- (2) Periodic mess inspections help insure the maintenance of high standards of mess operations. Inspection checklists may be found in TM 10-405.
- (3) Field messing is important to any combat unit. A general discussion is contained in TM 10-405, chapter 6, while special situations of field messing are discussed in chapter 7 of the same reference. Most important--

make sure that field messing is practiced by your mess personnel. Field messing can make or break a good unit.

19. MILITARY PAYMENT CERTIFICATE (MPC) OFFICER

a. Duties. The MPC officer is responsible to the commander for the conversion and exchange of US currency into foreign denominations.

b. References.

- (1) The MPC officer is responsible for the conversion of US dollars into foreign currency, and also in the event of a change of MPC series, this designated officer is responsible for the collection of all old series certificates and exchange for new series certificates. A log must also be maintained of all military certificate denomination numbers, as well as the donating party's names.
- (2) Military payment certificates are sometimes used where the Treasury Department has enacted controls on the gold flow in foreign countries.
- (3) These duties are specific to certain commands and not to the Army as a whole. For further information check your unit SOP.

c. General Comments.

Don't get involved or even consider exchanging MPC on the Black Market or for local nationals on the economy.

20. NUCLEAR, BIOLOGICAL, AND CHEMICAL OFFICER (NBC)

a. Responsibility. Unit NBC officers advise the commander on all matters pertaining to unit NBC defense to include the training, supervision and employment of unit NBC teams.

b. Duties. The following is a list of duties that all NBC officers must perform.

- (1) Train and Prepare Personnel.
  - (a) Provide technical assistance to their commanders and staffs on NBC defense training and operations.
  - (b) Give NBC defense instruction to achieve basic operating standards of proficiency for the unit and the individuals of the unit.
  - (c) Plan and supervise NBC defense training aspects of operational training exercises and maneuvers.
  - (d) Supervise preparation of unit NBC defense SOPs.
  - (e) Evaluate individual and unit competence in NBC defense and advise the commander on the unit's ability to survive and to continue operations in an NBC environment.
- (2) Operate and Maintain NBC Equipment.
  - (a) Supervise the operation and maintenance of NBC material.

- (b) Operate and maintain calculators and computers, and possess basic knowledge of the programs used in NBC warning and reporting.
- (3) Advise Commander of NBC Situation.
  - (a) Plan NBC reconnaissance and advise commanders on best routes to cross or by-pass an NBC-contaminated area.
  - (b) Analyze the vulnerability of the unit to nuclear, biological, or chemical attack.
  - (c) Calculate total dose and time of stay in radiologically contaminated areas to avoid exceeding command exposure guidance.
  - (d) Prepare fallout prediction patterns.
  - (e) Maintain records of unit radiation exposure.
  - (f) Estimate downwind hazard for chemical attacks.
- (4) Decontaminate. Plan and coordinate decontamination within the unit and advise commander on the best techniques, time, manpower, and locations.
- (5) Report. Report NBC attack data to next higher headquarters.

c. References. The following list of publications contain data necessary for the NBC officer to accomplish his duties.

- (1) FM 3-3, NBC Contamination Avoidance.
- (2) FM 3-4, NBC Protection.
- (3) FM 3-5, NBC Decontamination.
- (4) FM 3-8, Chemical Reference Handbook.
- (5) FM 3-87, Chemical Units.
- (6) FM 3-100, NBC Operations.
- (7) FM 21-3, Soldier's Manual of Common Tasks.
- (8) FM 100-5, Operations.
- (9) Technical manuals applicable to each item of organic NBC equipment.

d. Forms. NBC Forms 1-6 are produced locally and contain divisional fallout prediction and reporting requirements.

e. General Comments.

- (1) The NBC officer is required to attend an 80-hour course where he obtains the necessary basic technical proficiency to perform his duties in this field.
- (2) The NBC officer must be the expert at all levels for NBC operations. Insist that NBC operations be practiced during all levels and types of training--tactical, administrative, and maintenance. It is an absolute necessity that we be able to function in a NBC environment.

## 21. PAY OFFICER

Note. These duties are specific to certain commands and not to the Army as a whole. For further information, check your unit SOP.



General Comments. Duty as Class A pay agent or foreign currency conversion officer overseas is usually rotated among the lieutenants in a unit on a monthly basis. Regulations and policies concerning pay officer vary from command to command, however there are a few points universal to all pay officers.

- (1) On your first assignment as pay officer get with the disbursing officer and go over local SOPs to insure you understand them.
- (2) Always count the money at least twice before signing for it from finance.
- (3) Read the instructions and SOPs carefully everytime you are pay officer to insure there are no changes.
- (4) Insure you have positive identification for each payee, check his I.D. card.
- (5) Check all personal checks against the "bad check list."
- (6) Never cash personal checks of service members on bad check list.
- (7) Insure that both you and the payee have counted the money and are satisfied to the correct amount before he leaves the payline.
- (8) Never let anyone else handle your payroll.
- (9) Never pay more than one man at a time.

It is in your interest to exercise extreme caution and care as pay officer; remember any funds that cannot be accounted for by check or cash at the end of the day will be reimbursed to the Army out of your pocket.

## 22. RANGE SAFETY OFFICER

a. Duties. The range safety officer is responsible to the commander for insuring safe and efficient operation of the firing range.

b. References.

- (1) Unit SOP, senior NCOs.
- (2) AR 75-15, Responsibilities and Procedures for Explosive Ordnance Disposal.
- (3) AR 385-63, Regulation for Firing Ammunition for Training, Target Practice, and Combat.
- (4) AR 385-64, Ammunition and Explosive Safety Standards.
- (5) TMs for all vehicles and weapons that will be on the range.
- (6) TM 9-1300-206, Care, Handling, Preservation, and Destruction of Ammunition.
- (7) Local range control.

c. Forms. As required for local SOP.

d. General Comments.

- (1) Senior NCOs are a useful source of information and guidance and should be used to their fullest extent. They, more than likely, have done this more times than they want to remember.

- (2) The handling of hangfire, cookoffs, and misfires will be supervised by the range safety officer (RSO). Know what you are doing!
- (3) The range safety team, designated by the OIC or range safety officer, should be briefed as soon as possible prior to assuming duties. They must understand what their job is and what is expected of them.
- (4) RSO should supervise and ensure that ammunition is handled in a safe manner and is properly stored.
- (5) RSO should be aware of the points needed to be discussed in a range safety briefing.
- (6) RSO should check on his medics and make sure that they have the medicines and adequate supplies of earplugs.
- (7) A physical reconnaissance of the range should be made prior to firing to determine if all facilities needed are present. RSO must know range fan and limitations of ranges.
- (8) See Appendix A for a sample range safety checklist.
- (9) RSO must know the rules and regulations for the specific ranges and training areas.

### 23. ATHLETIC AND RECREATION OFFICER (A&R)

a. Duties. The Athletic and Recreation Officer is responsible to the commander for the establishment and supervision of various athletic, recreational and cultural programs that would benefit unit character and morale, as well as providing an assortment of off-duty activities available to the members of the unit.

b. References.

- (1) AR's 215-1, 215-2, 215-3, 215-4 and 215-5, Morale Welfare and Recreation.
- (2) AR 28-26, United States Army Contemporary Military Reading Program.
- (3) AR 735-17, Accounting for Library Books.
- (4) DA Pam 28-26, Intramural Sports for the Army.
- (5) DA Pam 28-8, Army Entertainment Program--Operational Guide.
- (6) DA Pam 28-30, Library Operational Guide: Army Library Program.

c. Forms. As required by local SOP.

d. General Comments.

- (1) The Athletic and Recreation Officer should not limit himself to athletic events but also provide a broad spectrum of activities, including libraries, craft shops, scenic tours, etc.
- (2) A dynamic special service program can greatly benefit unit morale.
- (3) An attempt should be made to utilize personnel with special skills.
- (4) Most importantly--get the members of the unit involved, give them things to do.

#### 24. REPAIR AND UTILITY OFFICER

a. Duties. This officer is responsible to the commander for establishing and supervising the unit's self-help program.

b. References.

- (1) TRADOC Reg. 420-5.
- (2) AR 420-13 w/C1-2, "Organization, Functions, and Utilizations of Personnel," para 14d(2).

c. Forms. None required.

d. General Comments. The objective of the self-help program is to maintain the facilities of a unit in a high state of maintenance and repair within the capability of the unit.

- (1) An individual who plays an important role in this program is the repair and utility noncommissioned officer. This individual is responsible for reporting and actually accomplishing the repairs. In some cases, this individual may be an enlisted soldier.
- (2) The criteria for selecting an assistant is that he must have some carpentry ability, general repair knowledge, and a desire to do a good job. This individual must also be dependable, resourceful, and be able to work alone with minimum supervision.
- (3) A good NCO or EM assistant can run this program effectively without requiring an officer's presence. He can accomplish this by actively conducting spot inspections and recording deficiencies noted. Deficiencies noted are corrected immediately if they are within his capability or directed by telephone to the post engineers for their assistance. This, however, does not exclude the active supervision of the program and individual by the repair officer.
- (4) Command emphasis is without a doubt very important in this area. A commander who pays very little attention to the upkeep of his facilities will soon learn that his unit's morale, esprit de corps, proficiency, and discipline are gravely affected. Remember, "an ounce of prevention is worth a pound of cure."

#### 25. SAFETY OFFICER

a. Duties. The safety officer is responsible to the commander to insure the implementation of the army safety policy in all activities within the unit. The Army safety policy is to reduce and keep to a minimum accidental manpower and monetary losses, thus advancing the combat effectiveness of the Army.

b. References.

- (1) DA Pamphlet 385-1, "Unit Safety Management."
- (2) AR 385 series (Safety).

c. Forms.

- (1) DA Form 285, Accident Report. Used for reporting class A, B, or C accidents IAW AR 385-40. This report should be submitted not later than seven days after the accident. A record of past accident reports should be maintained to assist in evaluating hazards and developing countermeasures to eliminate recurrences.
- (2) Standard Form 91, Operator Report on Motor Vehicle Accidents. Used by vehicle operators to report Army accidents. This form must be carried in the pocket of the vehicle logbook and filled out by the driver at the time of an accident.

d. General Comments.

- (1) The responsibility for conducting the unit safety program rests with the commander. The commander depends upon his safety officer to administer the unit's accident prevention program.
- (2) The success or failure of the unit safety program is directly related to the commander and the efforts of the unit safety officer. The safety officer must insure a safety conscious attitude exists in all operations and keep his commander informed as to the posture of the units safety program.
- (3) A valuable tool in the accident prevention program is performing inspections IAW AE 385-10 and DA Pam 385-1, and the installation's Safety Program Objectives.
- (4) The installation safety office is available to evaluate the unit safety program and make recommendations to improve the program.

26. SANITATION OFFICER

a. General Duties. The sanitation officer is responsible to the commander for the instruction, inspection, and supervision of the sanitation program in the unit.

b. References.

- (1) AR 40-5, Preventive Medicine.
- (2) AR 40-562, Immunization Requirements and Procedures.
- (3) FM 21-10, Field Hygiene and Sanitation.
- (4) TC 8-3, Field Sanitation Team Training.

c. Forms. As required by local SOP.

d. General Comments.

- (1) The sanitation officer is expected to assume the duties of the vector control officer if there is none.
- (2) Close coordination between the field sanitation team NCOIC, sanitation officer and the unit medical authority is necessary.
- (3) The sanitation officer is responsible for supervising the disinfection of water and construction of garbage and soakage pits.

- (4) The sanitation officer should instruct unit personnel in all aspects of sanitation, field, garrison, and personal, to include the importance of personal hygiene, good field sanitation, and the prevention of trenchfoot, frostbite, and other common hazards associated with field living.
- (5) The sanitation SOP will describe general requirements for personal hygiene, communicable disease control, field water supply and treatment, food and mess sanitation, field waste disposal, housing, insect and rodent control. Insure that this SOP is up to date, and that all key personnel have a copy of it and use it.

27. PHYSICAL SECURITY OFFICER

a. Duties. The security officer is responsible to the commander for the physical security of sensitive items, classified material, maintaining a current roster of clearances, and assisting personnel in obtaining clearances.

b. References.

- (1) AR 190-11, "Physical Security of Arms, Ammunition and Explosives."
- (2) AR 190-31, "Security of Army Property at Unit and Installation Level."
- (3) AR 380-5, "Department of the Army Information Security Program," FM 19-30, "Physical Security."

28. SUPPLY OFFICER

a. Duties. The supply officer is responsible to the commander for the unit's supply status.

b. References.

- (1) Unit Supply Update.
- (2) FM 10-14-1, "Commander's Handbook for Property Accountability at Unit Level."
- (3) TM 38-L22-12, "Functional Users Manual for Division Logistics System (DLOGS).

c. Forms.

- (1) DA Form 2062, Hand Receipt.
- (2) DA Form 3161, Change Document, Temporary Hand Receipt.
- (3) DA Form 3078, Clothing Record.
- (4) DA Form 1150, Change Document, Temporary Hand Receipt.
- (5) DA Form 3645, Organizational Clothing.
- (6) DA Form 4697, Report of Survey.
- (7) DD Form 362, Statement of Charges.
- (8) DD Form 1131, Cash Collection Voucher.
- (9) DA Form 2765-1, Request for Issue and Turn-in.
- (10) DA Form 2496, Disposition Form.
- (11) DA Form 2064, Document Register.
- (12) DA Form 1687, Delegation of Authority.
- (13) DA Form 4949, Administrative Adjustment Report.
- (14) DA Form 3749, Equipment Receipt.

d. General Comments.

- (1) The supply officer keeps the commander informed of any supply problems, advises him on reports of survey and statements of charges, the need for inspections, storage of items, and other supply related events. The supply officer oversees the operation of the unit supply room to insure accurate accountability of all materiel.
- (2) The supply officer must know the duties and responsibilities of the Supply Sergeant. Know and work close with him.

29. REPORT OF SURVEY OFFICER

a. Duties. The survey officer is responsible to the approving authority (usually the next higher HQ) for the conduct of an unbiased investigation surrounding the loss, damage, or destruction of government property and subsequently, the determination of responsibility for that property. In all cases, the survey officer must protect the interests of the government.

b. References.

- (1) AR 15-6, Procedures for Investigating Officers and Boards of Officers Conducting Investigations.
- (2) AR 735-11, Accounting for Lost, Damaged, and Destroyed Property.
- (3) FM 10-14-3, Surveying Officer's Guide.

c. Forms.

- (1) DA Form 2823, Sworn Statement.
- (2) DA Form 4697, Report of Survey.

d. General Comments.

- (1) Reports of Survey have become one of the high priorities in the Army today. Surveys are monitored by commanders at all levels to insure that they are completed promptly and accurately. You, as a surveying officer, will have 30 days after the survey has been initiated in which to complete your investigation and forward your survey to the approving authority (usually the next higher HQ). When you are assigned as a survey officer you should notify your Co/Trp commander and inform him that you have a Report of Survey and the suspense date. Next, obtain a copy of AR 735-11 and any local policy letters or SOPs concerning surveys, and read them carefully. (The Bn/Sqdn PBO or unit supply room should have all these references.)
- (2) Coordinate immediately with the local JAG for assistance and guidance.
- (3) The primary purpose of the Report of Survey is to determine responsibility for lost, damaged or destroyed property. To determine responsibility, the facts contributing to the loss or damage must be brought out by investigation. In the role of surveying officer you collect evidence for your survey in much the same way as

a detective collects evidence for a case. In cases of theft or loss, the survey officer examines any physical evidence involved, and in cases of damage, examines the equipment and requests an Actual Cost of Damage estimate be done by the appropriate DS unit. The survey officer interviews and receives written statements from all personnel involved with the survey. When the surveying officer has gathered all the statements and other applicable reports, such as MPI or accident reports, he reviews the information and begins to write his findings and recommendations.

- (4) In writing the findings, you should paint a verbal picture so that anyone reading the findings can easily grasp the facts of the case. The findings should follow a logical progression. All statements made in the findings should be directly supported by one or more of the exhibits in the survey. Exhibits should be used to footnote the findings and are lettered A to Z in the order in which they appear in the findings. The findings of a survey is what the approving authority bases his decision on when deciding whether or not to concur with your recommendations. Survey findings that are unclear or appear to be incomplete to the approving authority will result in the survey being sent back to you for corrective measures.
- (5) The recommendations of a survey must be as clear and specific as the findings. The recommendations must address at a minimum the following:
  - (a) A recommendation for the disposition of the property in the survey. In cases of lost, stolen, or property too badly damaged to repair, you must make a statement as to whether or not the property should be dropped from the property book.
  - (b) You must fix liability. In fixing liability you must be specific; state not only who is held liable but also who is not liable. If liability is not or cannot be fixed, you should specifically state why.  
Example:
    1. It is recommended that SFC John J. Jones, 123-45-6789, be held pecuniarily liable for the damages to M17A1 binoculars SN 134802.
    2. It is recommended that all other responsible or accountable persons be relieved of liability for binoculars M17A1 SN 134802.
    3. It is further recommended that binoculars M17A1 SN 134802 be turned in as unserviceable and dropped from the property books.

AR 735-11 has more specific examples on filling in the survey form itself (DA 4697). Included in this text is also the Report of Survey checklist from AR 735-11.

- (6) If questions arrive, do not hesitate to contact the Bn or Bde S4 NCOIC who is usually an expert on these matters.

### 30. TRAINING OFFICER

a. Duties. The training officer is responsible to the commander for training the unit to perform its designated mission. He aids the commander in procurement and control of training facilities, aids, and equipment, and implements training directives issued by the commander. Through knowledge gained by close supervision, the training officer will make recommendations for training in excess of required programs.

#### b. References.

- (1) AR 71-1, Army Combat Developments.
- (2) Divisional 350 series regulations specify additional requirements organic to certain areas of training.
- (3) AR 351-20, Army Correspondence Course Program.
- (4) DA Pam 108-1, Index of Army Motion Picture and Related Audio-Visual Aids.
- (5) DA Pam 310-12, Index and Description of Army Training Devices.
- (6) FM 21-5, Military Training Management.
- (7) FM 21-6, Techniques of Military Instruction
- (8) ASubScd's, ATTs, ATPs, and ARTEPs give hours and mandatory tasks specific units are required to accomplish in training.

#### c. Forms.

- (1) DA Form 86, Installation Training--Attendance and Rating Record. Used to record the attendance and rating of personnel receiving training in a specific course.
- (2) DA Form 87, Certificate of Training. Certifies the completion of a particular training program and becomes a part of the individual's personnel file.
- (3) DA Form 750, Record of Training. Used to report the completion of a training course with the trainee's rating in the course and remarks on his performance during the course.
- (4) DA Form 1357, Training Aids Work Request. To be completed in accordance with AR 71-7 to requisition the local fabrication of training aids. Approved requests will be used by the Training Aids Center as a work order.
- (5) DA Form 2994-R, Period Ten (Basic) Field Firing Scorecard (Basic Rifle Marksmanship Course). Used to record and score an individual's performance in rifle marksmanship.



d. General Comments. The following areas are of prime importance to the training officer.

- (1) Training schedules are planned in accordance with guidance issued by the battalion and company commanders. Training areas must be scheduled ahead of time in conjunction with the company/troop commander's desires.
- (2) Schools must be requested to train company/troop maintenance, CBR, and clerical personnel within the unit, and other special training projects.
- (3) On-the-job training is mandatory to insure that new personnel are increasing their proficiency in assigned tasks. Establish a good OJT program, it can only improve your unit.
- (4) Training aids must be requested and secured to insure that effective instructional standards are maintained by company/troop personnel.
- (5) Training must stress physical fitness, safety, and realism, plus time and monetary allotments for sufficient maintenance. An effective testing program must be scheduled to ascertain the degree of proficiency attained.
- (6) Close supervision of the training program is necessary to insure that the maximum amount of training is accomplished in the time allowed, and to aid in an evaluation of the program to determine its timeliness and accuracy.
- (7) By all means don't hesitate to be imaginative with your training.

### 31. UNIT POSTAL OFFICER

a. Duties. The unit postal officer is responsible to the unit commander for the efficient operation of mail service in the organization. Specific responsibilities include:

- (1) Active supervision of the unit mail clerks.
- (2) Daily checks to ensure proper accounting for registered, numbered, insured, and certified mails.
- (3) Frequent inspections of the unit mail room.

b. References.

- (1) AR 65-75, "Unit Mail Service."
- (2) DOD Postal Manual, DOD 4525.6-M.

c. Forms.

- (1) POD Form 3883, Firm Delivery Book--Registered, Certified, and Numbered Insured Mail.
- (2) DD Form 285, Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly.
- (3) DD Form 1115, Mail Call.
- (4) DA Form 3955, Change of Address and Directory Record.

d. General Comments.

- (1) DOD Postal Manual requires that a unit postal officer be appointed in writing by the commander of each military

unit that operates a unit mail room. In most cases, a company-size unit will NOT be required to have a postal officer. However, the same guidelines will be followed whether at company or higher unit level.

- (2) All mail must be delivered promptly to the addressee and proper disposition must be made of all undeliverable mail. Arrangements must be made for proper handling of mail for dependents during field exercises and adequate provisions instituted to ensure that all elements receive their mail (particular attention must be given to those elements who become cross-attached).
- (3) Hours of mail collection should be posted on DD Form 1115 and prompt pickup made at that time.
- (4) Checks must be made daily to ensure proper accounting for all pieces of registered, numbered insured, and certified mail.
- (5) Unit mail clerk can be held responsible for any loss due to his failure to properly handle the mail entrusted to him. When he is away from the mail room, he must lock receptacles for registered and certified mail in addition to locking the mail room door. He must not allow mail to be delayed, intercepted, seized, rifled, or confiscated by anyone. Mail must be delivered only to the addressee or agent designated by the addressee in writing.

e. Mail Offenses. The proper use of postal effects and supplied and the protection and timely transmission of mail are essential elements of an effective and efficient postal system. The administration of the unit mailroom must focus on maintaining these elements in accordance with the USPS/DOD Postal Agreement and with service standards established by the Department of Defense.

- (1) Postal offenses are occurrences which violate laws, agreements, or USPS and DOD regulations, and that jeopardize the security of mail, postal effects, and other USPS/DOD property.
- (2) For specific postal offenses refer to DOD Postal Manual 4525.6-M, Chapter 6.

f. Inspections. Frequent inspections of the unit mail room to ensure compliance with regulations is essential. Such inspection should include an inspection of the unit directory files and a listing of all personnel other than dependents who receive mail through the unit. Individuals joining or departing the unit will prepare a DA Form 3955. These will be used in making or updating the directory, which is made up of these individual forms. These forms will be maintained in alphabetical order in one file, regardless of grade or status. Upon departure, locator cards will be retained as prescribed in DOD Postal Manual.

- (1) Facilities must be observed to ensure that mail is not thrown in wastebaskets, destroyed, placed in file

cabinets or other fixtures, or treated in other than the proper manner.

- (2) Any known or suspected postal offenses, including the loss, theft, destruction, or other mistreatment of mail must be promptly reported to the installation postal officer, the unit commander and the local military investigative agency. A unit mail clerk suspected of mistreatment of mail should not be relieved of postal duties when investigation to establish guilt would require retention in that assignment.

### 32. UNIT REENLISTMENT OFFICER

a. Duties. This officer is responsible to the commander for keeping him informed on all matters pertaining to the unit reenlistment program, maintaining the individual reenlistment data cards, and submitting feeder reports to the career counselor at higher headquarters.

b. References.

- (1) AR 601-210, "Regular Army Enlistment Program."
- (2) AR 601-280, "Army Reenlistment Program."

c. Forms. DA Form 1315, "Reenlistment Data." Used in implementing the counseling procedures listed in AR 601-280.

d. General Comments.

- (1) The purpose of the Army reenlistment program is to retain qualified, competent enlisted personnel.
- (2) Normally, a highly qualified senior or junior noncommissioned officer is placed on unit orders to assist the unit reenlistment program. This NCO's primary functions are maintaining the reenlistment data cards, posting reenlistment posters in the unit area, maintaining statistical data, and forwarding feeder reports to higher headquarters.
- (3) The unit reenlistment officer must conduct spot checks of data cards and closely supervise the efforts of the reenlistment NCO in order to have an effective rewarding program.
- (4) One of the most important facts that everyone in the reenlistment program must remember is that the Army must be sold to the first-term soldier. To effectively sell the Army to these first termers, we must know the Army reenlistment program thoroughly, including its beliefs, bonuses, and options. We must be able to explain these factors to the first termers in the most effective, persuasive manner possible. In other words know what you are talking about, DO NOT B.S. the soldier.

### 33. VECTOR CONTROL OFFICER.

a. Duties. The duties of vector control for company and battery size units are vested in the field sanitation team. This team, comprised of two people, one of whom is a non-commissioned

officer, is responsible to the company commander for the prevention and control of disease vectors and pests that impair morale and the efficiency of personnel.

b. References:

- (1) AR 40-5, Preventive Medicine, 1 June 85.
- (2) TM 5-632, Military Entomology Operational Handbook.

c. Forms: Any forms required should be locally produced and controlled by divisional preventive medicine assets.

d. General Comments: This additional duty is extremely important during overseas deployments and operations. The vector control aspects of the field sanitation team should be addressed by the following means to ensure the least detrimental effects from vector-borne diseases and maximum combat effectiveness of troops.

- (1) Limited capability to control insects and rodents within unit area.
- (2) Ensure personal protective measures (i.e., repellents, proper wearing of uniform) are used by individuals.
- (3) Daily inspections of latrines and dining areas for high standards of cleanliness to prevent breeding opportunities for insects and rodents.
- (4) Procedures to coordinate vector control operations beyond the capability of the team. Coordination will be with either divisional or corps preventive medicine assets, depending on extent of problem.

#### 34. VOTING OFFICER

a. Duties. The voting officer is responsible to the commander for the dissemination of voting information made available by the Department of the Army, and to provide assistance and information concerning the application for and submission of absentee ballots. He is also responsible to the commander for ensuring that the policies stated in Ar 608-20 are implemented within that command.

b. References.

- (1) AR 608-20, "Voting by Personnel of the Armored Forces of the United States."
- (2) Current DA Voting Circular (608 series).

c. Forms. Standard Form 76, "Post Card Application for Absentee Ballot." This card can be used by armed forces personnel and their dependents to request absentee ballots. It is commonly referred to as the Federal Post Card Application.

d. General Comments. AR 608-20 requires that commanders at company level and above will appoint an officer who is already trained or will be trained as voting officer or counselor. His primary responsibility is to ensure that every individual is afforded an opportunity to receive personal advice and assistance in the procedures of absentee voting in accordance with state laws governing the individual's ballot. At each election, information concerning the requirements of the individual states is made available in the form of a DA circular along with a sufficient number of Federal post card applications.

35. COMBAT DUTIES OF THE BRIGADE AND BATTALION S1 (ADJUTANT)

a. Staff Responsibilities and Functions

- (1) Secures all information on personnel activities within the command for the benefit of the commander and the other staff members.
- (2) Provides estimates on unit personnel strength, and advice on personnel matters, to the commander.
- (3) Prepares personnel plans.
- (4) Translates all decisions regarding personnel matters into orders, and then supervises the execution of all orders and plans pertaining to personnel.
- (5) Coordinates all personnel matters and activities for the commander.
- (6) Makes recommendations to the commander for changes in plans and orders pertinent to personnel matters within the unit.

b. Major Areas of Responsibility for the S1

- (1) Maintenance of unit strength
- (2) Personnel management
- (3) Maintenance of morale
- (4) Maintenance of discipline, law, and order
- (5) Headquarters management
- (6) Miscellaneous duties and responsibilities

c. Under each of the Major Areas of Staff Responsibility, the S1's Combat Duties and Tasks are as follows:

- (1) Maintenance of Unit Strength:
  - (a) The S1 establishes an effective system to provide the commander and staff with strength information.
  - (b) The S1 interprets personnel records and reports and summarizes strength data in the form of charts, graphs, or short, clearly written reports.
  - (c) The S1 supervises the collection of information from the companies of the battalion by means of FEEDER reports, and the forwarding of these to Division.
  - (d) The S1 consolidates the on-line strength reports from companies to provide a daily overall picture of the battalion's status (Battalion submits information copies to Brigade). This tells how many men are in battle position and how many are assisting in controlling the fighting elements.
  - (e) The S1 supervises the preparation of the Personnel Daily Summary (PDS) which records strength data reported by subordinate, organic, and/or attached units. This is usually sufficient to provide the authorized/assigned strength data required by the CO and staff.

Supervises sorting out and consolidation of figure reported by company teams into organic units (at battalion level). At the brigade level, the S1

sorts out and consolidates strength figures reported by battalion task forces into "pure" battalions and/or company-size units for transmission to division in the Daily Strength Message (DSM).

- (f) The Battalion S1 supervises the collection of company/company team DSMs and checks to insure that losses, gains, PWS captured and evacuated for all companies and attached elements are reported.
  - 1. The Battalion S1 then sorts and consolidates all reports from companies/teams and enters strength figures on Battalion PDS.
  - 2. The Battalion S1 then prepares the Battalion/Task Force DSM, and transmits to Brigade the consolidated battalion totals and attached unit totals (by separate line numbers).
- (g) The Brigade S1 sorts and consolidates reports from the Battalion/Task Force headquarters to obtain "pure" battalion and company strength figures for the Brigade PDS. Brigade S1 then supervises transmission of the Brigade DSM--by separate line numbers--for the Brigade headquarters and headquarters company, attached battalions and companies.
- (h) The S1 assembles and prepares the Periodic Personnel Report (PPR) whenever directed. This report gives the commander and staff a periodic recapitulation of all facts pertaining to personnel activities within the command. In this report, the S1 covers:
  - 1. Unit strength
  - 2. Personnel management affairs
  - 3. Morale
  - 4. Discipline, law, and order
  - 5. Headquarters management
  - 6. Miscellaneous matters assigned to the S1 by the commander.

In preparing the PPR, the S1 uses all his records including the PDS, staff journal, work book, and all recurring and routine reports from higher and lower headquarters.

- (i) The S1 prepares all necessary casualty reports including (1) battle casualties, (2) nonbattle casualties, (3) reportable cases, i.e., nonbattle deaths, nonbattle missing, and nonbattle sick and injured.

In so doing, the S1 supervises the collection of Casualty Feeder Reports (DA Form 1156), Witness Statements (DA Form 1155), and solicits casualty

data from all available sources: company personnel medical installations, MP straggler reports, graves registration personnel. Submits reports as soon as possible after receipt and verification of information. (May suspend reporting for six days if SOP so prescribes, in order to verify status. All such cases, however, are reported in the PDS and DSM for strength accuracy purposes.)

(2) Personnel Management

- (a) The S1 uses the individual personnel records—Enlisted Qualification Record (DA Form 2 and 2-1), Officer Qualification Record (DA Form 2 and 2-1), and MOS Code—in establishing and computing manpower requirements for tactical war plans and in classifying and distributing personnel.
- (b) The Battalion S1 supervises the Personnel Staff NCO (PSNCO), who advises and assists company commanders on classification and assignment procedures (prescribed in AR 600-200) and who maintains liaison with the Personnel Service Division of the AG Section to insure battalion requirements are made known and accomplished.
- (c) The Battalion S1 plans, coordinates, and supervises all matters pertaining to the administration and evacuation of prisoners of war. In doing this, the S1:
  - 1. Prepares a plan for the handling of prisoners from the time of capture until evacuation from the battalion to the forward division collecting point in the brigade area.
  - 2. Coordinates with the S2 to make available prisoners for interrogation.
  - 3. Coordinates with the S3 for guards to evacuate prisoners.
  - 4. Coordinates with the S4 for feeding, transporting and speedy evacuation of special prisoners.
  - 5. Coordinates with the surgeon for treatment and evacuation of wounded prisoners through medical channels.
  - 6. Coordinates with the Headquarters Commandant for guarding prisoners of war and for the location of the PW collecting point.
- (d) The Brigade S1 coordinates the supervision and control of the forward division PW collecting point (in his brigade area) with the unit staff, the Battalion S1, and the supporting MP platoon leader.
- (e) The Battalion S1 is responsible in combat for the use and management of indigenous labor on a voluntary basis as supply bearers, litter bearers,

and general laborers--thus releasing military personnel for combat duty. S4 will use these people, but the S1 handles their administration.

1. The S1 or his representative requests such needed civilian labor, through the Division G1.
2. The S1 supervises the work of the battalion labor officer who performs the duties of a civilian personnel officer.

(3) Maintenance of Morale.

(a) The S1 seeks out problem areas adversely affecting morale and esprit and initiates recommendations for positive action to correct the contributory causes.

(b) The S1 makes observations during visits to subordinate units, looking at such morale indicators as the following:

1. Combat efficiency
2. Appearance and courtesy of unit personnel
3. Personal hygiene
4. Care of equipment
5. Messing facilities and living quarters
6. Adequacy and suitability of rations
7. Care of casualties
8. Response to orders
9. Use of recreational facilities
10. Attitudes of leaders toward subordinates
11. Use of religious facilities

(c) The S1 checks the following reports as indicators of morale:

1. AWOLs and desertions
2. Arrests and apprehensions
3. Punishments (courts-martial and Article 15, UCMJ)
4. Requests for transfer
5. Malingerers
6. Sick-call rates
7. Stragglers
8. Self-inflicted wounds
9. Pilfering
10. Improper use of rations
11. Chaplain reports.

(d) The S1 plans, supervises, and maintains a sound personnel service program (this requires real ingenuity, resourcefulness and imagination in combat up at the front), emphasizing and using such techniques as:

1. Leaves, passes, and rotation. Recommends use of these by commanders when needed.



2. TDY. Here the SI provides quotas for units in proportion to their needs in Rest Camps, Rest Areas, Recreation Centers, and Leave Areas.
- (e) The SI prepares plans for postal service within the battalion and supervises the Battalion Postal Officer.
  - (f) The SI plans and establishes the unit athletic and recreation program in close coordination with the Division GI, the Special Services Officer, the Brigade Chaplain, and Red Cross personnel.
  - (g) The SI supervises the operation of the Army Exchange (PX) Service within the battalion. (Obtained from Division Exchange officer and sold from a central location or allocated to each company that operates own PX.)
  - (h) If combat or field conditions prohibit PX operations, the SI coordinates with the battalion S4 for a free issue of toilet articles, tobacco, matches, candy, etc.
  - (i) The SI insures that all battalion personnel are aware of services offered by the American Red Cross, and of the procedures for using them.
  - (j) The SI insures that all personnel are aware of the service rendered by Army Emergency Relief, and of the procedures for getting assistance from the agency.
  - (k) The SI assists the Battalion Commander in carrying out the awards and decorations program. Specifically, the SI:
    - 1. Prepares and publishes—after the commander's approval—the battalion decorations policy.
    - 2. Issues instructions to all officers and NCOs to insure that they are familiar with the decorations policy.
    - 3. Processes recommendations for awards and decorations; checks the original recommendation and the proposed citation for correct format and completeness, and presents them to the Battalion Commander for his recommendation of approval or a board of officers gives all recommendations a final study and then presents them to the battalion commander with a recommendation for approval or disapproval, paying particular attention to:
      - a. The fact that the decoration fits the act
      - b. The decorations are awarded on a fair and impartial basis
      - c. The recommendations are processed as expeditiously as possible.

(1) The S1 plans, coordinates, and supervises all graves registration activities and in so doing coordinates with the following in preparing his plan:

1. The Battalion S2 for disposition of intelligence items on enemy dead.
2. The Battalion S4 for transportation of dead to the brigade collection point and disposition of personal effects.
3. The Battalion Surgeon for prompt removal of dead from aid station to brigade collection point, and changes in casualty reports, e.g., wounded to died.
4. The Brigade S1 about location of division graves registration collection point in the Brigade Trains Area, and assistance and staff advice on graves registration problems.
5. The Chaplain for appropriate religious services.
6. The collection and evacuation section for casualty reporting data and missing-in-action cases.

(Division G1 coordinates and supervises all matters pertaining to graves registration within the division.)

(4) Maintenance of Discipline, Law, and Order.

- (a) The S1 keeps the commander informed on all matters affecting the state of discipline and recommends measures to maintain or improve discipline.
- (b) The S1 investigates individual cases involving losses of manpower due to trials, punishments, and confinement, and recommends steps to keep such losses to a minimum.
- (c) The S1 takes supervisory steps to insure that regulations are enforced, respect for authority is preserved, and adverse conditions for discipline are held to a minimum.
- (d) The S1 periodically consults disciplinary reports and statistics to gauge the extent of discipline within the command, including such indicators as AWOLS, desertions, requests for transfer, court-martial offenses, arrests by local police, lack of care of equipment, sloppy dress and quarters, carelessness in dress and saluting, failure to follow orders, directives, etc.
- (e) The S1 periodically confers with members of the unit staff and special staff about disciplinary problems.

- (f) The S1 periodically visits the commanders and officers of subordinate units to obtain information enabling him to evaluate the state of discipline within the command.
- (g) The S1 assists the commander in maintaining law and order by:
  - 1. Coordinating the the G1 and special staff officers such as the PM, IG, and SJA, so he can inform the commander and subordinate commanders of trends and special problems.
  - 2. Recommends crime prevention measures such as:
    - a. Emphasis on sound leadership at all echelons.
    - b. Orienting the soldiers on obligations, responsibilities, and privileges.
    - c. Insuring that personnel have opportunity to voice complaints and get fair treatment.
    - d. Reasonable and fair leave policies.
    - e. Adjusting disciplinary measures to local conditions.
    - f. Using private rebuke and counsel in case of minor offenses.
    - g. Holding ceremonies and programs to develop unit pride and a sense of personal accomplishment.
    - h. Using suggestion, advice, and tactful criticism to keep men out of trouble.
- (h) The S1 will assist the commander in dealing with and preventing the occurrence of special criminal activities such as:
  - 1. Smuggling and black market operations.
  - 2. Pilferage of supplies.
  - 3. Currency manipulation.
- (i) The S1 aids the commander in matters pertaining to the administratin of military justice by:
  - 1. Maintaining an up-to-date military justice policy file containing copies of all directives from higher headquarters relating to the administration of military justice.
  - 2. Planning--in conjunction with the S3--the military justice training program.
  - 3. Advising and assisting subordinate unit commanders in the preparation of charges and allied papers--including procurement, preparation and distribution of appropriate forms.

4. Examining all charges received by unit headquarters to insure that they are complete and correct in all respects, and making recommendations to the Battalion (or Brigade) Commander as to the action that should be taken.
5. Executing the commander's orders with respect to court-martial matters including where appropriate: preparing endorsements, referring charges for trial or investigation, arranging for taking of pretrial depositions, restraining of the accused, examining of accused by a medical board to determine his physical and mental fitness.
6. Preparing orders appointing court-martial members.
7. Keeping records of the processing of all charges and court-martial cases pending, to avoid unnecessary delays.
8. Checking guard or confinement reports, military police reports, and Morning Reports of units to determine if charges are promptly preferred against personnel arrested or confined, and whether proper action is taken in other cases.
9. Assisting the trial counsel in getting and preparing a courtroom, finding witnesses, interpreters, orderlies, and notifying members of court of the time of the trial.
10. Assisting the trial counsel in preparation of records of the trial, certificates of correction, and records of revision proceedings, including furnishing of necessary clerical help.
11. Examining the trial record for clerical and substantive errors, and recommending action to the commander. Involves checking the appropriate items in the Court-Martial Data Sheet (DD Form 494).
12. Preparing and distributing appropriate court-martial orders and announcing results of trial.
13. Arranging and forwarding records of trial by summary and special courts-martial to the general court-martial authority.
14. Disposing of records of trial by the summary and special courts-martial.
15. Maintaining close liaison with the Staff Judge Advocate.

(5) Headquarters Management.

- (a) The S1 controls the organization and displacement of the command post (consisting of commander, unit staff, special staff, liaison personnel from attached and supporting units, and vehicles and equipment required to operate the CP).
- (b) The S1, in conjunction with the S3, S4, Headquarters Commandant, and the Communications Officer, selects the CP site and plans the internal arrangement of the elements of the CP.
- (c) In selecting the CP site to optimize control of subordinate and supporting units, the S1 considers the following factors:
  1. Type of tactical operation
  2. Routes of communication
  3. Signal communications
  4. Space requirements—e.g., dispersion of CP installations, Headquarters and Headquarters Company support elements, motor pool, officers' and EMS' mess, and helicopter pad.
  5. Concealment and cover
  6. Security
  7. Aircraft--e.g., helicopter pad.
- (d) The S1 recommends a new general location and time for movement when a displacement of the CP is needed. In doing this, he carries out the following coordination:
  1. With the S2 for weather forecast, road conditions, enemy situation.
  2. With the S3 for troop dispositions, tactical plans, road priority, and time the new area will open.
  3. With the S4 for transportation and logistical considerations.
  4. With the Communications Officer about communications requirements.
  5. With the Headquarters company commander about movement of CP, security precautions and guides, and departure time of quartering party.
- (e) The S1 operates in the CP in the location, with the S4 near the message center.
- (f) The S1 supervises the CP security and the training of CP security personnel.

d. Non-Combat Duties of the Brigade and Battalion S1 (Adjutant)

The S1 plans and supervises the command programs for:

- (1) Educational Development
- (2) Unit Funds

36. COMBAT DUTIES OF THE BRIGADE AND BATTALION S2 (INTELLIGENCE OFFICER).

a. Executive Staff Responsibilities and Functions

- (1) The S2 provides the commander and the staff with information and intelligence, and submits conclusions and recommendations based upon this intelligence.
- (2) The S2 prepares intelligence reports, and the intelligence portion of the operation plans and reports.
- (3) The S2 plans for the continuous production of combat intelligence.
- (4) The S2 plans for and provides effective counterintelligence measures for the command.
- (5) The S2 provides all of the needed intelligence training and required security measures within the command.
- (6) The S2 organizes for continuous operations during combat by mutual arrangement with the S3—even performing S3's duties whenever necessary.

b. Major Areas of Responsibility for the S2

- (1) Collects, evaluates, and interprets combat information to produce combat intelligence.
- (2) Conducts and supervises all counterintelligence measures.
- (3) prepares intelligence estimates on a continuing basis for normal and airborne, airmobile, and amphibious operations.
- (4) Plans for and supervises the conduct of combat surveillance for his unit.
- (5) Plans, conducts, and supervises intelligence and counterintelligence training.
- (6) Monitors the requisitioning and distribution of maps and aerial photos.
- (7) Prepares and maintains intelligence reports, records and summaries, including keeping the situation map up to date.
- (8) Provides intelligence for all counterguerilla operations.

c. Under each of the major areas of responsibilities, the combat duties and tasks are as follows:

- (1) Production of Continuous Combat Intelligence.
  - (a) The S2 develops a collection plan as part of the intelligence cycle.
    1. Prepares a collection work sheet to aid in translating EEI and orders and requests for information to include:
      - a. The EEI and other intelligence requirements usually in question form.
      - b. Indications pertinent to the EEI.
      - c. Specific information needed in connection with each indication.

- d. A list of all available collection agencies.
    - e. If not stated in Unit SOP, the place and time the information is to be reported.
    - f. A remarks column to indicate progress and notes for future action.
  - 2. Recommends the Essential Elements of Information (EEI) and other intelligence requirements, e.g., enemy capabilities, terrain, etc.
  - 3. Determines the indications, i.e., those activities or characteristics of area of operation which answer the requirements—such as enemy vulnerabilities, weaknesses, etc.
  - 4. Determines specific items of information which will show presence of or absence of each indication, e.g., location of enemy artillery positions.
  - 5. Determines and selects collection agencies to provide the needed information—considering capability, suitability, multiplicity and balance.
  - 6. Prepares and dispatches orders and requests to the selected collection agencies (e.g., "Report by type, location, and size any unit involved in drills or rehearsals—particularly river crossings—in the aggressor rear areas"). Also, briefs attached reconnaissance units and interrogation teams.
  - 7. Follows up orders and requests to insure that they are carried out thoroughly and that collection is continuous.
- (b) The S2 monitors and supervises the collection of information about the mission, using all pertinent and available sources of information, e.g., enemy activity, prisoners of war, captured documents and materiel, imagery, maps, weather forecast reports, and civilians.
- 1. The S2 supervises and monitors the formal, specialized collection agencies organic to his unit, e.g., rifle companies, reconnaissance platoon, ground surveillance section, forward observers, fire detection center (FDC), communications platoon, and others.
  - 2. The S2 makes himself knowledgeable of the specialized agencies available at division and higher levels, and acquaints himself with

their capabilities and limitations. Some of these higher levels are:

- a. Aerial surveillance and target acquisition platoon (ASTAP) at division.
  - b. Long-range patrol company at corps and provisional LRP at division.
  - c. Military Intelligence Detachment at division, with its Order of Battle (OB) Section.
  - d. Imagery Interpretation Section under Division G2 Air.
  - e. Interrogation Section--physically near the division PW point.
  - f. Counterintelligence Section at division or 2-man team at brigade.
3. The S2 follows up his collection orders and requests to insure that they are adequate to provide the information needed, and that all collection agencies and means are used.
- (c) The S2 processes the collected information by recording, evaluating, and interpreting the data in the following steps:
1. Recording the data in the following places, after all necessary action the data requires is accomplished:
    - a. The Unit Journal
    - b. The Situation Map
    - c. The S2 Workbook
    - d. The Intelligence Files
  2. The S2 evaluates the information to decide whether or not it has intelligence value via determining the pertinence, reliability, and accuracy of the data for the unit's mission. In so doing, the S2:
    - a. Examines the information to determine its relevance and value.
    - b. Weighs the reliability of the information in terms of his personal knowledge of and experience with the reporting or source.
    - c. Judges the accuracy of information by comparing it with other data known to be accurate, by checking its internal consistency, its reasonableness in terms of enemy doctrine.
  3. The S2 interprets the information by determining the significance and meaning of the information with respect to already existing combat intelligence. This is done by means of the simultaneous use of three methods:



- a. Analysis—what does the data mean?
  - b. Integration—combining the elements of the information to form a logical picture.
  - c. Deduction—what does the data mean in terms of the enemy situation and our area of operations?
- (d) The S2 disseminates (and uses intelligence from above) the combat intelligence in terms of the needs of the user, his resources for handling the material, and the capabilities of the existing communications system.
- 1. The S2 disseminates intelligence to subordinate and adjacent units by means of reports, briefings, operational plans and orders, and maps. These primary means are:
    - a. Intelligence Estimate—normally presented orally.
    - b. Spot Reports.
    - c. Intelligence Summary (INTSUM)
    - d. Operations Orders (see below)
    - e. Intelligence Annex
    - f. Briefings and Conferences
  - 2. The S2 prepares Paragraphs 1A and 3 of the Operation Order in such a manner the S3 can insert it without further editing. The S2 prepares Paragraphs A1 and 3 in the following sequence and manner:
    - Paragraph 1A: Situation
      - a. Enemy Forces:
        - (1) Items pertaining to the enemy situation, e.g., disposition, composition, strength, morale, supply status.
        - (2) Enemy capabilities.
        - (3) Enemy's most probable course of action
    - Paragraph 3 (Final Subparagraph of Execution):
      - b. Coordinating Instructions
        - (1) Orders and requests for information (related to the EEI):
          - (a) \_\_\_\_\_
          - (b) \_\_\_\_\_
          - (c) \_\_\_\_\_
        - (2) Counterintelligence measures
          - (a) \_\_\_\_\_
          - (b) \_\_\_\_\_

3. The S2 knows the format and how to use the intelligence annexes routinely issued with the Operation Plans and Orders from division and above (rarely issued at brigade and battalion levels).
- (2) Conducts and Supervises all Counterintelligence Measures.
- (a) The S2 at the battalion and brigade levels plans, conducts, and supervises all security control measures--both offensive and defensive--designed to safeguard information, personnel, materiel and installations against espionage, sabotage and subversive activities, and all hostile intelligence efforts of the enemy.
    1. The S2 applies denial measures whenever appropriate, including:
      - a. Secrecy discipline--restricting plans, etc., to those who need to know.
      - b. Document security--classification procedures.
      - c. Camouflage and concealment.
      - d. Communications security
      - e. Counterreconnaissance and materiel, procedures for classifying, recording, controlling, and destroying all classified materials; and knows the overall provisions for maintaining security of classified material.
    2. The S2 employs detection measures to expose and neutralize the enemy intelligence effort, including:
      - a. Aerial and ground reconnaissance.
      - b. Investigation of personnel--knows loyalty checks and security clearances procedures.
      - c. Civilian pass system.
      - d. Establishing of challenge and password techniques.
      - e. Requests electronic sweeps from Division G2 for classified briefing areas, periodically.
    3. The S2 employs deception measures to deceive the enemy about our plans and intentions, recognizing the target of the deception effort, a reaction timetable, and provision for approval by higher commanders and coordination with adjacent units. The S2 uses ruses, dummy positions, fabricated information, feints, raids, demonstrations, etc., in achieving these ends.

(b) The S2 uses all the counterintelligence agencies, e.g., individuals, intelligence specialists, the unit, the Intelligence Corps teams, as effectively as possible in accomplishing the following tasks:

1. Expanding or improving security control measures.
2. Security training and indoctrination.
3. Perimeter security—including dismount points.
4. Protecting restricted areas.
5. Improving camouflage measures.
6. Checking use, control, and dissemination of passwords and countersigns.
7. Checking blackout security within CP areas.
8. Investigating incidents of suspected espionage and sabotage.
9. Checking former CP locations to insure nothing left behind.
10. Screening refugees, displaced persons (DPs) and prisoners for counterintelligence purposes.
11. Screening records of abandoned enemy CPs for documents of intelligence value.

Conducts and supervises unit censorship whenever necessary.

(3) Prepares Intelligence Estimates on a Continuing Basis.

(a) The S2 is responsible for preparing the intelligence estimate (a logical, orderly, examination of facts concerning the area of operation and the enemy in order to determine the effect they will have on the accomplishment of the mission) on a continuing basis.

1. In preparing the intelligence estimate, a logical five-paragraph format is usually followed:
  - a. Mission
  - b. The Area of Operation--weather, terrain, etc.
  - c. The Enemy Situation--disposition, composition, strength, etc.
  - d. The Enemy Capabilities--enumeration, analysis, and discussion.
  - e. Conclusions--best use of terrain, probably courses of action, vulnerabilities.
2. In formulating the estimate, the S2 keeps it mission-oriented.
3. In analyzing the Area of Operation, the S2 determines and identifies for the commander those characteristics of the area which are favorable or unfavorable to the accomplishment

of the mission. In preparing the analysis, the S2 considers the effects of weather and terrain and all other factors that might influence the mission.

a. In analyzing the weather, the S2 considers existing and forecasted conditions to determine the effects that weather may have on military operations. Weather elements such as temperature, wind, precipitation, clouds and humidity as they affect:

- (1) Visibility--fog, clouds, wind direction, rain sleet, snow, and smoke.
- (2) Trafficability--rain and soil trafficability, frozen soil, and wind-dried soil.
- (3) Men and Equipment--effects of weather vary with level of troop acclimatization, discipline, and training and type of equipment being used.
- (4) Light Data--S2 knows the terms describing twilight:

(12 degrees--BMNT--Beginning of morning nautical twilight

( 6 degrees--BMCT--Beginning of morning civil twilight

Position of sun below horizon

( Enough light is available to conduct large scale operations here. Daylight for practical purposes)

( 6 degrees--EECT--End of evening civil twilight

(12 degrees--EENT--End of evening nautical twilight

( Vulnerability and close coordination limited to about 400 meters)

b. In analyzing the terrain, the S2 considers the five military aspects:

- (1) Observation and Fire--S2 is concerned with the use of (1) visual

surveillance and surveillance devices; (2) flat trajectory or indirect fire weapons from point of view of both friendly and enemy sources.

- (2) Concealment and Cover--S2 is concerned with (1) protection from observation and (2) protection from hostile fire: woods, snowdrifts, underbrush, tall grass, etc.; or trees, rocks, ditches, caves, quarries, buildings, walls, RR embankments, etc.
- (3) Obstacles--S2 looks for any natural or artificial terrain feature that could stop or impede the military movement. Consideration of obstacles is influenced by mission: defense or offense; advantages or disadvantages must be considered.
- (4) Key Terrain--S2 looks for any area whose seizure of control affords an advantage to either opposing force. "Seizure" means physical occupation; "control" means denial to the enemy, for example.
- (5) Avenues of Approach--The S2, in looking for routes of movement for the force of his particular size, e.g., battalion or brigade (Division G2 considers those adequate for brigade, Brigade S2 those adequate for a battalion, and Battalion S2 looks for avenues adequate for a company). In doing this, S2 considers:
  - (a) Observation and fire.
  - (b) Concealment and cover.
  - (c) Obstacles.
  - (d) Use of key terrain.
  - (e) Adequate maneuver space.
  - (f) Ease of movement.

4. In analyzing the enemy situation, the S2 gathers factual data which show the enemy situation. In doing this, the S2 considers:
  - a. Disposition, i.e., the location and deployment of enemy units and a description of their status, i.e.,

dug-in, pillboxes, or what. Brigade S2 records company-size units, battalion S2 platoon-size units.

b. Composition, i.e., organizational structure (infantry, armor, etc.), specific identification of enemy units, and other order of battle information.

c. Strength, i.e., committed forces reinforcements, air, CBR capability. Committed forces at the brigade level are enemy rifle, tank, etc. companies in contact with the brigade, to include first and second echelon. At battalion level, they are platoons, first and second echelon. Independent computations of enemy strength are made at each level. Each committed unit is assumed to have available to it the normal proportion of available supporting artillery, weapons, etc.

d. Recent and Present Significant Activities--The S2 summarizes those activities in which the enemy is presently or recently has been engaged which provides indications as to what he is most likely to do in the future.

e. Peculiarities and Weaknesses--A peculiarity is any deviation from a pattern of actions that might be considered normal to the enemy force in a given situation. Weaknesses and peculiarities fall into the following categories:

Personnel--Strength less than 80 percent and morale less than excellent is a weakness.

Intelligence--Failure of enemy intelligence or counterintelligence effort.

Operations--Anything reflecting adversely on enemy tactical judgement.

Logistics--Shortages of supplies or failure to equipment for situation.

Civil Affairs--Attitude of the civil populace toward the opponents.

Personalities--Known idiosyncrasies of the commander.

5. The S2 determines the enemy's capabilities by listing all of the things that the enemy can do (not what he may or will do). In doing this, the S2 normally writes down:
- a. Enumeration--What, When, Where, and In What Strength the enemy can respond.
- WHAT--Five (5) broad maneuver capabilities are available to the enemy. They are attack, defense, reinforcement (in conjunction with attack or defense), delay, withdrawal. The S2 further refines these capabilities into more specific capabilities.
- WHEN--The time the enemy can put into effect any of his potential capabilities. Displacements will be delayed. Reserves must move into position. Thus, time and space factors can be accurately computed. Withdrawal and CBR are available at any time.
- WHERE--Determination of the point at which the enemy can attack is based on consideration of the area of operation, enemy dispositions, and his own situation. All aspects of the terrain offense and defense positions are considered.
- IN WHAT STRENGTH--The strength with which the enemy will execute any of his capabilities is estimated by the S2. The S2 states the enemy strength in terms of enemy rifle, tank, and recon units plus their combat support units' artillery, air, CBR.
- b. Analysis and Decision--The S2 analyzes the situation and bases his analysis upon his total knowledge of the enemy situation and the decision and conclusions are based upon the quality and relative significance of the indications--not upon the total number of indications.
6. The S2 prepares a conclusion, summarizing his consideration of the effects of weather, terrain, and the enemy on the unit mission. In this conclusion, the key elements listed are:
- a. Best use of terrain--The S2 determines the best defense areas and best enemy avenues of approach for defense missions;

and for offense missions, the best friendly avenues of approach to the objective.

b. Probable course of action--The S2 determines the enemy's most probable course or courses of action and sets them forth in the order of their relative probability of adoption.

c. Vulnerabilities--The S2 determines enemy vulnerabilities, i.e., weakness as a result of the total estimate.

7. The S2 disseminates the conclusions resulting from the (continuing) intelligence estimate also on a continuing basis. As new conclusions are developed, the S2 disseminates them on his own initiative to the commander and all staff officers who have need of them. The S2 also gives periodic briefings and, in unusual circumstances, he may prepare a written intelligence estimate. Examples of these circumstances are contingency plans or amphibious or airborne operations or any operation planned for in advance of execution.

(b) The S2 considers the special factors peculiar to airborne, airmobile, and amphibious operations in preparing his intelligence estimate. The factors to be considered are:

1. Planning is centralized.

2. Strategic intelligence is used extensively in planning.

3. Higher headquarters provides most of the information and intelligence for the lower echelons.

4. Weather information must be broader in scope and in more detail.

5. Weather forecasts must be more frequent.

6. Terrain analyses are more detailed and have special emphasis on suitable areas.

7. Certain enemy capabilities receive special emphasis, CBR, antiaircraft, etc.

8. Greater reliance is placed on aerial reconnaissance and surveillance means.

9. Security measures are more stringent and are rigidly enforced.

(4) The S2 is responsible for the conduct of combat surveillance on a continuing basis, and recommends the assignment of additional surveillance tasks to subordinate units. In carrying out his duties, the S2:

(a) Plans all recon patrols and incorporates combat patrols in his coordination plan.



- (b) He disseminates this plan to the extent necessary to achieve the needed coordination and includes patrol routes or areas, time of departure and return, and includes the necessary overlay.
  - (c) Insures that all recon patrols are briefed before departure, and all patrols are debriefed upon return.
  - (d) Selects the general location of the ground OP(s) to insure that it meets the specific need and fits into the overall surveillance plan. In doing this, he considers:
    1. Maximum coverage of avenues of approach.
    2. Security for the OP personnel.
    3. Concealment from enemy observation.
    4. Number of personnel available to man the OPs.
    5. Communications.
    6. Location of other or supporting surveillance forces complementing the visual observer.
  - (e) Prepares suitable collection missions to obtain answers to specific EEI.
  - (f) Supervises reconnaissance activities by elements of the force. The S2 does this by:
    1. Insuring that training of the recon units is of high quality.
    2. Advising the commander and S3 about reconnaissance.
    3. Recommending means to control the advance of the reconnaissance agencies.
    4. Issuing intelligence and reconnaissance instructions for the specific mission.
  - (g) Supervises all unit counterreconnaissance activities, i.e., all efforts to detect and destroy hostile reconnaissance forces.
  - (h) The S2 is responsible for the preparation and processing of all immediate and preplanned requests for aerial surveillance and reconnaissance, and for having the request transmitted to higher headquarters. (At brigade level Assistant S2 coordinates, consolidates, and forwards preplanned requests for tactical air reconnaissance initiated at brigade or from below. He also monitors the Air Force net used by the Air Liaison Officer.)
- (5) The S2 plans, conducts, and supervises the intelligence and counterintelligence training within the command.
- (a) The S2 trains the intelligence section personnel and the intelligence specialists and in coordination with the S3, he provides intelligence training for all personnel of the unit. In so doing, the S2 must overcome the following handicaps:

1. Personnel turnover and nonavailability of unit personnel for team training.
  2. Orienting the training toward garrison type duties.
  3. Restrictions on realism.
  4. Philosophy that all other training has priority over intelligence training.
  5. Improperly planned and inadequately supervised "integrated: and "concurrent" intelligence training.
- (b) The S2 insures that close coordination exists between operations and intelligence, and that detailed and precise intelligence is conducted during peacetime as well as under wartime or combat conditions.
- (c) The S2 insures that all the personnel of the command develop and maintain all of the necessary skills to perform the required intelligence functions, including knowledge of the security classification system and procedures taken for the safeguarding of classified material and materiel.
- (6) The S2 monitors the requisitioning and distribution of all maps and aerial photos.
- (a) The S2 determines in coordination with the S3 the number and what kind of maps and aerial photos are needed to support a given operation.
- (b) The S2 requisitions, receives, and distributes all required or needed military maps and aerial photos in the proper scale and in the correct number needed for the command.
- (c) The S2 prepares and processes immediate and preplanned requests for tactical air reconnaissance and for having the requests transmitted to higher headquarters.
- (7) The S2 prepares and maintains intelligence reports, records, and summaries. In addition, he also keeps the situation map up to date. (At division and lower levels, intelligence records are minimal and are maintained in simple form.)
- (a) The S2 insures that only the necessary and essential records are maintained, including the unit journal, situation map, S2 work map, and S2 workbook.
1. Of the S1 maintains the unit journal, the S2 submits items for entry with the appropriate supporting documents. If separate journals are kept, a combined S2-S3 journal sheet and journal file is usually kept--and these the S1 periodically consolidates to form the unit journal.

2. The S2 keeps the situation map up to date, insuring that it reflects the friendly and the latest known enemy situation. (Enemy units usually in red and significant notes are also usually written on the map.)
  3. The S2 also maintains an intelligence work map reflecting the unit's area of interest and detailed information about the enemy, the terrain, OPs, radar, patrols, marginal data, etc., that will help him do his job.
  4. The S2 prepares and maintains the S2 Workbook. This is usually arranged in the same sequence with the same paragraph headings as the intelligence summary--INTSUM--thus aiding in the preparation and submission of the INTSUM.
- (b) The S2 prepares and submits reports to higher headquarters and reads and interprets those coming from below.
1. Spot Reports--Any agency or officer having knowledge sends it to the S2 or G2 of next higher headquarters as quickly as possible.
  2. Intelligence Report (INTREP)--Sent spontaneously as soon as report includes the intelligence staff's deduction which, in principle, should be approved by the commander.
  3. Intelligence Summary (INTSUM)--Sent by S2 to next highest, to lower, and adjacent headquarters.
  4. Surveillance Plan--Sent by S2 to next higher headquarters. It shows the location of OPs and radar. May be reported by use of an overlay or by stating grid coordinate locations and limits of coverage.
  5. Patrol Plan--Sent by S2 to next higher intelligence officer and to the appropriate fire direction centers (FDCs).
  6. Imagery Interpreter Reports (II Reports)--Spot reports, immediate reports, mission review reports, summary reports, detailed reports, and special reports--come down to S2 from higher up or from MIB (Military Intelligence Bn) and ARS (Air Recon Support) units.
  7. Interrogation and Translation Reports--S2 reads and interprets reports from the unit interrogators and translators.
  8. Shelling, Mortaring, and Bombing Reports--Information about enemy shelling, mortaring, or bombing is sent to and interpreted by next highest headquarters.

9. Weather Forecasts--S2 interprets forecasts from higher headquarters and disseminates severe weather warnings to subordinate units (flood warning are responsibility of unit engineer). Normally issued as priority or operational immediate spot reports.
  10. Periodic Intelligence Report (PERINTREP)--A summary of intelligence covering a longer period than the INTSUM. Not usually prepared by G2 and S2 at division or lower levels; but since it gives the "big picture," familiarity with format and content will help.
  11. Operational Situation Report (SITREP)--S2 prepares Paragraph 1 (Enemy) for the S3.
- (8) G2 Air Personnel (Division). In general, the chief combat duty of the Assistant G2 located at the Division Airfield, is to coordinate the use of Army aircraft performing battlefield surveillance missions. In doing this, he:
- (a) Plans, prepares, receives, processes, and assigns priorities to and transmits requests for tactical air reconnaissance.
  - (b) Disseminates intelligence information resulting from the reconnaissance missions.
  - (c) Supervises photo interpretation.
  - (d) Supervises the activities of the Air Reconnaissance Liaison Officer assigned to the reconnaissance airfields.

S2 Officers use the following information in estimate/appraisal:

US ATTACK FRONTAGES:

<u>UNIT</u>	<u>FRONTAGES</u>
Company	800-1200 meters
Battalion	2 to 3 kilometers

SOVIET ATTACK FRONTAGES:

<u>UNIT</u>	<u>FRONTAGES</u>
Company	500-800 meters
Battalion	1 to 2 kilometers
Regiment	2 to 4 kilometers
Division	4 to 7 kilometers

STAFF LEVEL VIEWS OF AVENUE OF APPROACH:

<u>LEVEL</u>	<u>UNIT SIZE</u> <u>AVENUE OF APPROACH</u>
Battalion S2	Company Size
Brigade S2	Battalion Size

37. COMBAT DUTIES OF THE BRIGADE AND BATTALION S3 (OPERATIONS OFFICER)

a. Executive Staff Responsibilities and Functions

- (1) Studies continuously the unit requirements.
  - (a) Knows capabilities, limitations, and operating techniques of all combat, combat support and combat service support units and their interrelationships.
  - (b) Recommends their use to accomplish the unit's mission.
  - (c) Maintains the unit troop list, i.e., a current list of units organic to, attached, or in support of the unit.
  - (d) Establishes requirements for equipment and personnel needed to accomplish the mission.
- (2) Recommends modification of the organizational structure of the unit and the TOE.
- (3) Recommends priorities for the allocation of personnel and equipment.
  - (a) Changes priorities and coordinates changes with the other staff members.
  - (b) Recommends personnel actions and priorities in all matters affecting the unit's operational readiness, including unit replacements, allocation of specialists—with the S1—and so forth.
  - (c) Recommends prescribed loads for equipment and supplies, establishes—with the S4—priorities for equipment, POL, Class V, and critical supplies.
  - (d) Recommends required supplies for an operation.
  - (e) Recommends, with the S4, the controlled supply rate for subordinate units.
  - (f) Recommends—on occasion—the Special Ammunition Load (SAL) of organic and attached nuclear units.
  - (g) Recommends the allocation and assignment of nuclear weapons to subordinate units.
  - (h) Provides the S4 with assignment, attachment, and detachment of units for logistical planning purposes.
  - (i) Provides the S4 with transportation requirements.
- (4) Plans the organizational structure and command relationship for all combat missions and operations including attachment, operational control, and support.
- (5) Organizes the S3 section for combat operations and organizes the S2-S3 operation portion of the Command Post (CP).
  - (a) Specifies the degree of control involved--if any--during attachment, operational control, and support.
  - (b) Selects the general location of the CP based on general guidance from the Commander (S1 selects the specific location).

- (c) Establishes, with the S2, an Operations Center within the CP to include the Fire Support Officer (FSO), S3 Air, Aviation Officer, and Chemical Officer.
  - (d) With the FSO the S3 coordinates the fire support plan and/or fire plans prior to approval by the commander.
  - (e) Processes all tactical requests for Army Aviation support and locates position of all airstrips/helicopter pads on situation map when reported.
  - (f) Coordinates and processes all requests for lifting of friendly fires to permit aviation employment.
  - (g) If FSO is not available the S3 then processes and arranges all fire support coordination.
  - (h) In the event of security compromises of method of identifying units and/or locations S3 will issue new checkpoint overlays with renumbered checkpoints or new code names of reference points.
  - (i) Coordinates overall plan to supervise CBR damage control—including all planned movement of units—with the S4.
  - (j) Prepares and disseminates radiological fallout predictions for planned friendly nuclear detonations.
- (6) Operates the S2-S3 Section during combat and recommends employment of all units and personnel in a manner best suited to accomplish the mission.
- (a) Organizes his duty shift and provides policies for all the staff officers and personnel they supervise to insure efficient operations during their absence.
  - (b) Provides unit staff supervision by visits to subordinate units as often as is required.
  - (c) Assists the commander in making his reconnaissance.
  - (d) Accompanies the commander to receive orders and briefings from next higher headquarters.
  - (e) Accompanies the commander as part of the command group during tactical operations.
- (7) Prepares Operations Appraisals.
- (a) If not prescribed, the S3 deduces his mission--based upon his prior planning and logically assumed missions.
  - (b) Identifies all "specified" and "implied" tasks.
  - (c) Determines all mission elements, those given and those that need to be determined.
  - (d) Analyzes own situation and studies relative combat power to include:
    1. Considers characteristics of area of operations including weather and terrain.
    2. Considers enemy situation.

3. Considers friendly situation.
  4. Considers relative combat power.
  5. Determines enemy capabilities.
  6. Considers own capabilities and course of action.
- (e) Analyzes opposing courses of action to determine advantages and disadvantages of each.
  - (f) Develops a general scheme of maneuver.
  - (g) Compares own courses of action to determine advantages and disadvantages of each.
  - (h) Recommends best course of action and scheme of maneuver to commander.
  - (i) Analyzes civil affairs situation.
  - (j) Prepares a civil affairs estimate.
  - (k) Recommends best course of action for dealing with civil affairs.
  - (l) Provides other staff members with courses of action under consideration.
- (8) Prepares Operations Plan and Operations Portion of the Operations Plan/Order.
- (a) Uses maps and overlays, military symbols, and overlay techniques to prepare operations plan/order.
  - (b) Knows sequence and proper format for the operations plan/order.
  - (c) Knows and uses such techniques as abbreviations, positive expressions, subparagraph headings, directions, limits, river banks, geographic names,, places or features, instructions only, and overlays.
  - (d) Prepares civil affairs plans and civil affairs portion of the operation and administrative plan/order.
  - (e) Prepares or supervises preparation of barrier and denial plans.
- (9) Assists in issuing the OP plan/order following approval of operations plan/order.
- (10) Supervises the administration and execution of the OP plan/order within the battalion and/or brigade.
- (11) Plans all tactical troop movements.
- (a) Specifies tactical methods, techniques, and combat formations to be used in the movement.
  - (b) Considers the mission, troops, equipment, time and space factors, and characteristics and number of transports available.
  - (c) Follows prescribed routes and schedules.
  - (d) Prepares and issues warning order.
  - (e) Prepares and issues movement orders.
  - (f) Supervises the platoon leader in charge of the reconnaissance party.



- (g) Procures the following information from the recon party.
1. Available routes and conditions.
  2. Recommended rates of march.
  3. Selection of the SP and RP (Start Point and Release Point).
  4. Location of critical points on the route.
  5. Confirmation of location and suitability of the assembly or bivouac area.
  6. Road distance between critical points and total distance SP to RP.
  7. Location of obstacles and estimation of men and equipment for route maintenance and repair.
  8. Number and location of guides.
- (h) Furnishes the quartermaster (S1) the general area for the Battalion and Brigade CPs and the general disposition of the subordinate units.
- (i) Determines order of march and develops the detailed movement plan.
1. Plans for organization of the battalion or brigade column including its attachments, personnel, and number and type of vehicles.
  2. Organizes units into serials and march units considering mission, enemy situation, order of arrival, etc.
  3. Checks recon information and computes the march.
    - a. Determines total time distance between the SP and RP based on rate of march and road distance, length column, etc.
    - b. Determines pass time and arrival and clearance times, and completion time.
    - c. Prepares a road movement table, overlays, strip maps, and vehicle assignment table.
  4. Prepares and issues all necessary movement orders.
- (j) Plans all air movements in both airmobile and joint airborne operations involving the unit, considering the following factors:
1. The type of mission.
  2. Availability and type of aircraft—must know current types, and their capacities and characteristics.
  3. Distribution of key personnel and equipment.
  4. Maintenance of tactical integrity of the units involved.
  5. Loading sufficient personnel to take care of unloading at destination.

6. Supporting the tactical plan for the objective area.
  7. Loading prime movers with towed loads.
  8. Loading ammunition with each weapon load.
  9. Making each load temporarily self-sufficient in case of forced landing.
  10. Providing each man with seat, parachute, life preserver, etc.
  11. Marking weight, and center of gravity on each item.
  12. Making final preventive maintenance check on each item loaded to insure operational effectiveness.
- (12) Prepares and maintains all operational records and reports, both those required on a permanent basis for record or policy purposes and those required on a day-to-day basis for current operational purposes.
- (a) Knows methods for keeping the staff journal. Since the S2 and S3 operate from the same facility and share a clerk-typist at the brigade and battalion levels, a combined S2/S3 staff journal is usually more appropriate.
  - (b) Prepares, updates, and maintains the policy file including notes, plans, studies, directives, and sample orders.
  - (c) Prepares temporary records on a day-to-day basis to assist in keeping the permanent records.
  - (d) Is responsible, along with the S2 and other staff members, for preparing and maintaining the situation map.
  - (e) Maintains the S3 workbook with information about the next situation report, the next command report, things that need to be accomplished, and items requiring command emphasis.
  - (f) The S3 also prepares all necessary Situation Reports (SITREPS) and Spot Reports.
  - (g) Receives and prepares for distribution in coordination with the S2, periodic reports on all enemy mining activities observed, reported, and suspected.
  - (h) Receives and monitors all reports SITREPS (every hour on the hour) and SPOT REPORTS from subordinate unit and transmits these to higher headquarters as necessary.
  - (i) Prepares the Command Report--a formal written report as of 2400 end of each quarterly period ending in Jan., Apr., Jul., and Oct. by 3rd of the following month.

b. Combat Duties of S3 and G3 Air Personnel

- (1) S3 Air (Battalion Level): The major duties and responsibilities of the Assistant S3 Air are as follows:  
He—
  - (a) Forwards requests for close air support to higher headquarters after coordination with the Fire Support Officer and the Air Liaison Officer.
  - (b) Prepares that portion of the unit SOP dealing with close air support.
  - (c) Prepares the tactical air fire plan portion of the fire support plan.
  - (d) Initiates and processes requests for immediate and preplanned close air support.
  - (e) Recommends and disseminates information about the location of an FSO location.
  - (f) Supervises joint recognition and identification procedures.
  - (g) Coordinates air defense according to policies of higher headquarters.
  - (h) Assists the Tactical Air Control Party in all matters pertaining to orientation, security, and logistics.
- (2) S3 Air (Battalion Level).  
Monitors the spot report net to gain timely information on the results of air strikes.
- (3) S3 Air (Brigade Level). In addition to the nine functions and duties for the Battalion S3 Air, the S3 Air at brigade level also:
  - (a) Coordinates, consolidates, and forwards preplanned requests for close air support initiated at brigade and subordinate units.
  - (b) Monitors the Air Force net used by the Air Liaison Officer, thus keeping informed about the status of immediate requests for close air support initiated by subordinate battalions.
- (4) G3 Air (Division Level). In general, the chief duties of these personnel are as follows:
  - (a) Plans, prepares, receives, processes, assigns priorities to and transmits requests for close air support.
  - (b) Disseminates information concerning requested air support.
  - (c) Coordinates recommended Fire Support Coordinatin Liaison.
  - (d) Supervises activities of Ground Liaison Officers assigned to fighter aircraft.

- (e) Prepares the Air Fire Plan in coordination with the Fire Support Element (FSE) and the Airspace Control Element (ACE), and notifies the ACE of all preplanned and immediate offensive air support requests and missions.

c. Organization of Brigade S3 Section

(1) No fixed internal organization: three officers—S3, Asst S3, Asst S3 Air, and three EM—Chief Opns (Sgt), Asst Chief, and Opns Asst (Sgt).

- (a) S3 organizes section to meet the requirements.
- (b) S2/S3 work together and organize the S2/S3 operation.
- (c) Operates on a 24-hour basis and is able to operate a forward tactical command post.

(2) Duties of S2/S3:

- (a) Accompany commander to receive order from next higher HQ.
- (b) Assist the commander in making a reconnaissance.
- (c) Accompany the commander as part of the command group during tactical operations.
- (d) Provide unit staff supervision by visits to subordinate units as often as required.
- (e) Organize their sections and provide policies for all staff officers they supervise to insure efficient operation during their absence.

(3) Organization of Brigade Operations Center.

Duty shifts—12 hours each.

S3*	S2*
Asst S3 Air	Asst S3
Asst S2	Air Ln O*
Arty Ln O*	Chemical Off
Asst Intel Sgt	Ch Op Sgt
Chemical NCO	Intel Sgt
Op Asst	Arty Ln Sgt
Asst Op Sgt	Op Asst

\*Opn requirements will dictate when they perform their shift duties.

d. Organization of Battalion Opns Center

(1) Duty Shifts—12 hours each

<u>Nr 1</u>	<u>Nr 2</u>
S3*	S2*
Arty Ln O*	S3 Air
Intel Sgt	Air Ln O*
Asst Op Sgt	Op Sgt
Chem NCO	Arty Ln Sgt
Opns Asst (Clerk)	Clerk

\*Opn requirements dictate when they will serve on the shifts.

(2) Organization of the Battalion Opns Center.

- (a) The Infantry Battalion S2/S3 are authorized the shop van (above).
- (b) The Mech Inf Battalion S2/S3 sections are authorized the carrier CP Light Track (M577).
- (c) Chem Off at Brigade and Bn operate under the S3's supervision in the Opns Center.

38. COMBAT DUTIES OF THE BATTALION S4 (LOGISTICS OFFICER)

a. Executive Staff Responsibilities and Functions. The Battalion Logistics Officer is, first of all, a staff officer and his primary function is to advise the commander on all logistical matters within the command. In carrying out his duties, the Brigade S4 performs as a planner, a coordinator, and operator. He does become directly involved in requisitioning, receiving, storing and distributing supplies or providing transportation.

- (1) Provides the commander with information on all logistical requirements and prepares a logistical estimate. This takes the following 5-paragraph appraisal of the situation format:

- (a) Analyzes the unit's mission to determine the logistical requirements and prepares a logistical estimate. This takes the following 5-paragraph appraisal of the situation format:

- Par. 1. MISSION--What is the problem?
- Par. 2. SITUATION AND CONSIDERATIONS--State the pertinent facts.
- Par. 3. ANALYSIS--What are the various options?
- Par. 4. COMPARISON--Apply the logic needed to arrive at the best choice.
- Par. 5. CONCLUSIONS--What is the answer?

This is usually done mentally (at brigade and battalion levels), supplemented by work-sheets or notes.

- 1. Coordinates, orally, with other staff officers in making the logistical estimate.

- a. Obtains any and all special logistical support requirements and brigade trains displacements from the Brigade S4. (Similarly, the Brigade S4 gets this data from the Division G4.)

- b. Checks with S1 for information about scheduled replacements, proposed location of CP, PW collecting point and graves registration activities.

- c. Obtains information about weather, enemy, and terrain from the S2.

- d. Sees S3 for information about friendly courses of action under consideration, data about the SR, detachments and attached units, and civil affairs.
  - e. Contacts commanders of attached units to determine their logistical status.
  - f. Consults Assistant S4 or support platoon leader about status of equipment and supplies (particularly Classes I, III, and V) and capability of field trains to provide back-up support for combat trains.
  - g. Requests motor officer to provide vehicle status for both organic and attached units, status of maintenance, and recommendations about traffic circulation (and the location and displacement of the combat trains in infantry and infantry airborne units).
  - h. Consults Battalion Surgeon for information about current evacuation capability, plans to support the evacuation, and any shortages of equipment or medical supplies.
  - i. Requests that the Communications Officer provide the status of signal maintenance and signal supplies in the communications platoon. (Communication officer may work as a special staff officer and be entirely responsible for this function.)
  - j. Checks the Division Administration Order for information about the logistical support being provided by the Division support command and the engineer battalion (for water supply points).
- 2. Visualizes each of the courses of action in order to determine the logistical requirements.
  - 3. Checks the logistical requirements against the availability and/or capability of the command's logistical elements.
  - 4. Discusses the logistic capability to support the operation with the S3.
  - 5. Specifies the best logistical capability to support the operation with the S3.
- (b) Prepares--based upon an analysis of the availability and capability of attached or organic subordinate units and support elements to satisfy the requirements--an administrative plan.

Consults the Battalion SOP, the Division Administrative Order or Annex, and prepares the logistical support plan consisting of: 3a General Information, 3b Materiel and services, 3c Medical evacuation and hospitalization, and 3f Miscellaneous format (this is not a formal written document; rather, these are notes prepared for an oral presentation.)

- (c) Requests through the logistics chain of command, after the commander's approval, any and all additional support deemed necessary.
  - (d) Prepares and disseminates logistical information and administrative instructions for subordinate units in either graphic or overlay form, following coordination with the S1, S3, Surgeon, and other staff officers, as appropriate in one of the following ways:
    - 1. Fragmentary Orders--orally or in writing to initiate or direct action.
    - 2. Standing Operating Procedures--in written form, but brief and concise. (The most important Combat Service Support operations document.)
    - 3. Paragraph 4 of Operation Order--normally used at battalion and brigade level to disseminate administrative instructions.
    - 4. The Administrative Order--S4 in coordination with the staff officers prepares this as:
      - a. A separate written order with or without an overlay.
      - b. As a separate overlay type order.
      - c. As written instructions in the form of an annex to an operation order--with or without an overlay.
      - d. As an overlay type annex to an operation order.
  - (e) Monitors logistical activities of attached, subordinate, and support elements.
  - (f) Keeps the logistical estimate timely and up to date, and plans ahead for anticipated likely, or logical missions for the command.
  - (g) Prepares consolidated daily equipment status reports on major items of equipment and POL status reports, after collecting reports from the organic companies and attached units.
- (2) Exercises operational responsibility for the Battalion trains.

- (a) Designates general areas for the location of trains elements including the trains CP and determines the size of the trains area according to the following criteria:
1. Convenience to units being served.
  2. Afford alternate routes of approach and egress.
  3. Lack of interference with combat elements-- should not take up space needed by combat forces.
  4. Beyond the range of most enemy light artillery (Field Trains only).
  5. Sufficient space to permit dispersion of vehicles and activities.
  6. Concealment from hostile ground and aerial observation.
  7. Firm ground for ammunition and fuel vehicles.
  8. Located where no terrain features, e.g., an unfordable river, may become a barrier to supply and evacuation.
  9. Contains terrain features that favor defense against air or ground attack and facilitates local security.
  10. Does not present a lucrative nuclear target.
  11. Is near a source of water for vehicle use and bath service.
  12. If appropriate, offers a suitable landing site for attached or supporting aircraft.
- (b) Directs and supervises displacement of elements of the field, combat and company trains as needed, and makes provisions for the security of all trains elements via coordination with the S3.
- (c) Battalion S4 selects battalion supply route appropriate to and in accord with the location of the brigade supply route.
- (d) Battalion S4 consolidates all supply requests and status reports from the companies and briefs Battalion Commander on status of supply.
- (e) Battalion S4 conducts all coordination and liaison between battalion combat trains and company trains (unless battalion is operating independently as a committed force, and then Battalion S4 directs and controls field and combat trains).
- (f) Battalion S4 establishes Class III (oil, gas) and Class V (ammunition) distribution points, and forward maintenance and medical assistance in the Combat Trains.



- (g) Battalion S4 develops, recommends to Battalion Commander, and then implements the tactical support plan for employment of the combat trains in both the offense and defense.
  - (h) Battalion S4 provides ammunition and fuel resupply in manner best suited to tactical situation.
  - (i) Battalion S4 supervises duties and activities of the support platoon leader in the battalion field trains.
  - (j) Provides for rear area security in the trains area and area damage control for the battalion. In discharging these responsibilities, he:
    - 1. Organizes and trains the light rescue and decontamination squads.
    - 2. Determines the number of light rescue and decontamination squads to be employed.
    - 3. Directs when and where the light rescue squads will report, and then supervises their operation.
    - 4. Provides for emergency food, clothing and water for personnel in the affected area.
    - 5. Provides for emergency medical treatment and evacuation of personnel in the affected area.
    - 6. Provides for traffic control in the affected area.
    - 7. Directs the decontamination and rescue squads of subordinate or other units when emergency requires.
- (3) Provides all necessary maintenance and services for the command.
- (a) Supervises the battalion motor officer and the maintenance platoon effort of the battalion and the subordinate units in the battalion performance of vehicular and equipment maintenance.
  - (b) Disseminated feeding instructions himself (or directs support platoon leader to \_\_\_\_\_) as early as possible to facilitate command planning, to include:
    - 1. Time and place of meal issue and methods for cleaning mess gear.
    - 2. Location of kitchens.
    - 3. Method of distribution and vehicles to be used for delivery.
    - 4. Additional items of supply which are to be sent forward with the meal.
    - 5. Time vehicles will leave (or report to) the kitchen area and return.
    - 6. Requirements for guides and designation of release point (RP).

7. Time vehicles are released to unit control, and time they revert to battalion control.
  8. Any restrictions on movement.
  9. Cleaning of mess gear.
- (c) Assists unit commander in preparing unit feeding plan which includes:
1. Type of rations to be fed.
  2. Location of company mess area.
  3. Arrangements for vehicles, guides, and carrying parties.
  4. Release and return of vehicles.
  5. Supervision of vehicles while under unit control.
  6. Arrangements for feeding attached personnel.
  7. Cleaning of mess gear.
- (d) Insures that proper sanitary measures in preparing, serving, and cleaning mess gear are observed.
- (e) Provides logistical service to the GI/SI for evacuation of dead from battalion to brigade collecting point.
- (f) Prepares bath schedules for battalion personnel and provides transportation to brigade trains area in accord with this schedule.
- (g) Through the battalion motor officer, supervises at the battalion level the maintenance services performed by the maintenance platoon. For example:  
 Maintenance Platoon--Vehicular maintenance for all vehicles in the battalion, including periodic scheduled services, back-up support, and evacuation to forward support company.
- (4) Determines the supplies needed and the supply requirements for the battalion.
- (a) Supervises the Support Platoon Leader and, indirectly, the support platoon at battalion level.
  - (b) Prepares supply administrative directives and guidelines governing the procurement, distribution, and record-keeping of all classes of supply for the commander.
  - (c) Coordinates, integrates, and processes all requisitions from the companies of the battalions.
  - (d) Supplies the commander with timely information about the use and status of all supplies within the battalion.
  - (e) Supervises the collection and disposition of all supply excess, salvage, and captured enemy supplies at battalion level.
  - (f) Supervises the logistics management for all special weapons at battalion levels.

- (g) Supervises the allocation of all weapons, munitions, equipment, etc., that are regulated or that are critical items of supply at the battalion level under guidance from the battalion commander or battalion S3.
  - (h) Recommends to the Battalion Commander the type of distribution to be used, e.g., supply point or unit in offense and defense.
  - (i) Submits forecasts of battalion fuel requirements to division and brigade when and if required.
- (5) Determines transportation requirements for the men and materiel within the command in support of logistical operations.
- (a) Specifies all necessary traffic control procedures involving logistical movements, coordinates work of divisional MP Company in the posting of directional and directive signs, and exercises operational control over unit convoys at battalion level.
  - (b) Supervises the transportation services of the Battalion Motor Officer, and the support and maintenance platoons of the battalion.
  - (c) Prepares movement plans, and supervises all logistical movements at the battalion levels, utilizing the following principles:
    1. Maximum utilization of transportation equipment--rapid turn-around time, full capacity loads, continuous flow of movements, and uniform rate of speed.
    2. Prompt release at destination--efficient loading and unloading and sufficient loading personnel.
    3. Maintenance of unit integrity--troops with equipment loaded as a unit.
    4. Centralized control--pooling of cargo vehicles under the Battalion S4 whenever possible increases flexibility and insures maximum utilization.
    5. Keeps command and staff informed at all times of movements, requirements and capabilities, and limitations of available transport.
    6. Keeps movement plans simple and flexible.
  - (d) Keeps himself and his assistants informed with regard to the inherent advantages and disadvantages of each of the various modes of transportation available to the command, including highway, air, rail, and water.

(3) Recommends to subordinate using units the following principles:

1. Shippers:

- a. Preparation of estimates of future movement requirements eliminating all unessential moves.
- b. Assembly, in advance of the arrival of the transportation, the personnel and equipment required to accomplish the loading.
- c. Proper identification of shipments so transportation personnel can move them quickly.
- d. Careful preparation of the required documents.
- e. Rapid loading of the transportation equipment.
- f. Loading transportation equipment properly and to capacity.

2. Receivers:

- a. Provide promptly upon arrival of the transportation equipment, the personnel and equipment necessary for unloading.
- b. Unload and release the carriers as soon as possible.
- c. Accomplish the required documentation carefully and accurately.

39. COMBAT DUTIES OF THE BRIGADE S4 (LOGISTICS OFFICER)

a. Executive Staff Responsibilities and Functions. The Brigade Logistics officer is first of all a staff officer and his primary function is to advise the commander on all logistical matters within the command. In carrying out his duties, the Brigade S4 performs as a planner and a coordinator. He is not a logistical operator, i.e., he does not become directly involved in requisitioning, receiving, storing, and distributing supplies or providing transportation. At battalion level, however, the S4 is both a planner and an operator.

(1) Provides the commander with information on all logistical matters, makes recommendations for all logistical support, and prepares the logistical estimates and logistical administrative plans within the command.

(a) Analyzes the unit's mission to determine the logistical requirements and prepares a logistical estimate. This takes the following 5-paragraph appraisal of the situation format:

Par. 1. MISSION—What is the problem?

Par. 2. SITUATION AND CONSIDERATIONS—State the pertinent facts.

Par. 3. ANALYSIS—What are the various options?

Par. 4. COMPARISON--Apply the logic needed to arrive at the best choice.

Par. 5. CONCLUSIONS--What is the answer?

This is usually done mentally (at brigade), supplemented by worksheets or notes.

1. Coordinates, orally, with other executive staff officers in making the logistical estimate.
  - a. Obtains any and all special logistical support requirements and brigade trains displacements from the FASCO and Div G4.
  - b. Checks with S1 for information about scheduled replacements, proposed location of CP, PW collecting point and graves registration activities.
  - c. Obtains information about weather, enemy, and terrain from the S2.
  - d. Sees S3 for information about friendly courses of action under consideration, data about the MSR, detachments and attached units, and civil affairs.
  - e. Contacts commanders of attached units to determine their logistical status.
  - f. Consults Brigade Assistant S4 and the support platoon leaders of the battalions about status of equipment and supplies (particularly Classes I, III, and V) and capability of field trains to provide back-up support for combat trains.
  - g. Requests Battalion S4's to provide vehicle status for both organic and attached units and status of maintenance.
  - h. Consults Forward Medical Company and division surgeon for information about current evacuation capability, plans to support the evacuation, and any shortages of equipment or medical supplies.
  - i. Requests that the Communications Officer provide the status of signal maintenance and signal supplies in the communications platoon.
  - j. Checks the Division Administration Order for information about the logistical support being provided by the Division support command and the engineer battalion (for water supply points).
2. Visualizes each of the courses of action in order to determine the logistical requirements.

3. Checks the logistical requirements against the availability and/or capability of the command's logistical elements.
  4. Discusses the logistic capability to support the operation with the S3.
  5. Specifies the best logistical course of action and the major controlling or limiting features of the course of action and provides conclusions to the commander.
- (b) Prepares--based upon an analysis of the availability and capability of attached or organic subordinate units and support elements to satisfy the requirements--an administrative plan.
1. Consults the Brigade SOP, the Division Administrative Order or Annex, and prepares the logistical support plan consisting of 3a General information, 3b Materiel and services, 3c Medical evacuation and hospitalization, and 3f Miscellaneous format. (This is not a formal written document; rather, these are notes prepared for an oral presentation.)
  2. Consider the personnel plan and civil affairs plan after coordinating with the personnel and operations officers.)
- (c) Requests through the logistics chain of command, after the commander's approval, any and all additional support deemed necessary.
- (d) Prepares and disseminates logistical information and administrative instructions for subordinate units in either graphic or overlay form, following coordination with the S1, S3, Surgeon, and other staff officers, as appropriate in one of the following ways:
1. Fragmentary Orders--orally or in writing to initiate or direct action.
  2. Standing Operating Procedures--in written form, but brief and concise.
  3. Paragraph 4 of Operation Orders--normally used at brigade level to disseminate administrative instructions.
  4. The Administrative Order--S4 in coordination with the staff officers prepares this as:
    - a. A separate written order with or without an overlay.
    - b. As a separate overlay type order.
    - c. As written instructions in the form of an annex to an operations order--with or without an overlay.



- (d) Brigade S4 consolidates status reports from the Battalion S4's and briefs Brigade Commander on current status.
- (e) Monitors the selection of battalion supply routes appropriate to and in accord with the location of the brigade supply route.
- (f) Brigade S4 conducts necessary liaison and coordination between brigade field trains and battalion combat trains.
- (g) Brigade S4 develops, recommends to Brigade Commander, and then implements the tactical support plan for employment of the Field trains in both the offense and defense.
- (h) Brigade S4 recommends ammunition and fuel resupply in manner best suited to tactical situation.
- (i) Brigade S4 coordinates the security of all elements in the trains and coordinates operational problems between elements from division support area and battalion field trains in concert with the FASCO.
- (j) Brigade S4 supervises the duties of the Assistant Brigade S4 located in the trains. Primary duties of the Assistant Brigade S4 being as follows:
  - 1. Establishes and operates the brigade trains CP.
  - 2. Establishes communications and security with air between the units in the brigades trains.
  - 3. Serves as a logistics information center for the brigade trains.
  - 4. Designates general sites for location of brigade trains units.
  - 5. Disseminates instructions regarding displacement to units in the brigade trains.
  - 6. Resolves operational conflicts among units in the brigade trains.
  - 7. Receives logistical reports from the attached battalions.  
\*This will be done in coordination with the Forward Area Support Coordination Officer (FASCO) Battalion Support Platoon Leaders.
- (k) Provides for rear area security and area damage control in the trains area in discharging these responsibilities, he:
  - 1. Organizes and trains the light rescue and decontamination squads.
  - 2. Determines the number of light rescue and decontamination squads to be employed.
  - 3. Directs when and where the light rescue squads will report, and then supervises their operation.



4. Provides for emergency food, clothing and water for personnel in the affected area.
  5. Provides for emergency medical treatment and evacuation of personnel in the affected area.
  6. Provides for traffic control in the affected area.
  7. Directs the decontamination and rescue squads of subordinate or other units when emergency requires.
- (3) Coordinates all necessary maintenance and services for the command.
- (a) Receives maintenance status reports from all units and attached elements of the brigade.
  - (b) Through FASCO sets maintenance priorities for the brigade.
  - (c) Establishes priorities of services for brigade elements through coordination with brigade commander.
- (4) Determines the supplies needed and the supply requirements for the battalions of the brigade.
- (a) Prepares supply administrative directives and guidelines governing the procurement, distribution, and record-keeping of all classes of supply for the commander which are on command control item lists from brigade or higher.
  - (b) Supplies the commander with timely information about the use and status of all supplies within the brigade.
  - (c) Monitors the collection and disposition of all supply excess, salvage, and captured enemy supplies.
  - (d) Supervises the allocation of all weapons, munitions, equipment, etc., that are regulated or that are critical items of supply at the brigade level in conjunction with directives from brigade commander and S3.
  - (e) Recommends to the brigade commander the type of distribution to be used, e.g., supply point or unit in offense and defense.
  - (f) Submits forecasts of brigade fuel requirements to division.
  - (g) Brigade S4 processes and effects in conjunction with the FASCO necessary coordination for all requests and requisitions for aerial resupply from the field trains or the supply and transport battalions using organic battalions (if available and suitable), or requesting aerial support from Division G4 when necessary.

- (5) Determines transportation requirements for the men and materiel within the command in support of logistical operations.
- (a) Specifies all necessary traffic control procedures involving logistical movements, coordinates work of divisional MP Company in the posting of directional and directive signs, and exercises operational control over unit convoys at brigade level.
  - (b) Prepares movement plans, and supervises all administrative logistical and tactical movements at the brigade levels, utilizing the following principles:
    - 1. Maximum utilization of transportation equipment--rapid turn-around time, full capacity loads, continuous flow of movements, and uniform rate of speed.
    - 2. Prompt release at destination--efficient loading and unloading and sufficient loading personnel.
    - 3. Maintenance of unit integrity--troops with equipment loaded as a unit.
    - 4. Keeps commander and staff informed at all times of movements, requirements and capabilities, and limitations of available transport.
    - 5. Keeps movement plans simple and flexible.
  - (c) Keeps himself and his assistants informed with regard to the inherent advantages and disadvantages of each of the various modes of transportation available to the command, including highway, air, rail, and water.
  - (d) Recommends to subordinate using agencies--both shippers and receivers--adherence to the following principles:
    - 1. Shippers:
      - a. Preparation of estimates of future movement requirements eliminating all unessential moves.
      - b. Assembly, in advance of the arrival of the transportation, the personnel and equipment required to accomplish the loading.
      - c. proper identification of shipments so transportation personnel can move them quickly.
      - d. Careful preparation of the required documents.
      - e. Rapid loading of the transportation equipment.

f. Confining loads of one commodity to one destination.

g. Loading transportation equipment properly and to capacity.

2. Receivers:

a. Provide promptly upon arrival of the transportation equipment, the personnel and equipment necessary for unloading.

b. Unload and release the carriers as soon as possible.

c. Accomplish the required documentation carefully and accurately.

#### 40. STAFF FUNCTIONS & DUTIES

As a special duty, officers are often asked to conduct briefings and staff studies or complete Decision, Talking, or Information Papers. This section is designed to give you a short description of these functions.

a. Section I. Military Briefings

(1) General.

(a) Besides using written communications, commanders and staff officers at every level must communicate orally. Most of the time this oral communication is informal and follows the patterns of normal conversational habits. Some communications, however, are a formal process which is known as a "military briefing"--the presentation of selected information to commanders, staffs, or other designated audiences. In general, the briefing techniques are set by the purpose of the briefing, desired response, and role of the briefer.

(b) The information, decision, mission, and the staff briefings are the four principal types used in the Army. The following paragraphs have explanations and suggested patterns for organizing for each briefing.

(2) The Information Briefing. The purpose of the information briefing is to inform the listener. It deals primarily with facts and does not include conclusions or recommendations. It should contain a brief introduction sufficient to provide the subject and scope of the briefing. The presentation of facts must be orderly, strictly objective, honest, clear, and concise. The following is the outline/format for an information briefing:

(a) Introduction.

1. Greeting. Use military courtesy, address the person(s) being briefed, and identify yourself.

2. Purpose. Explain the purpose and scope.
  3. Procedure. Give the procedure if a demonstration, display, or tour is involved. Omit if not required.
  4. Classification. Provide the classification if classified material will be discussed. Omit if not required.
- (b) Body.
1. Arrange main ideas in a logical sequence.
  2. Plan for effective transitions.
- (c) Close.
1. Ask for questions.
  2. Present a concluding statement.
- (3) The Decision Briefing. Although the decision briefing contains the essential elements of the information briefing, it may be broader, more comprehensive in scope, and presented for an entirely different purpose. The purpose of the decision briefing is to obtain an answer or a decision from the commander. It has been called an "oral staff study", because each of the elements of the staff study is contained in the briefing. The following is the outline/format for a decision briefing:
- (a) Introduction.
1. Greeting. Use military courtesy, address the person(s) being briefed, and identify yourself.
  2. Announce the problem statement(s). State that the purpose of the briefing is to obtain a decision.
  3. Procedure. Explain any special procedures to be used. Omit if not required.
  4. Coordination. Provide summary of coordination completed. Omit if not required.
  5. Classification. Indicate the classification of the briefing if classified material will be discussed. Omit if not required.
- (b) Body.
1. Assumptions. Must be valid and essential to a solution to the problem.
  2. Facts Bearing on the Problem. Must be supportable and relevant to the issue.
  3. Discussion. Analyze courses of action. Use smooth transitions between discussions of each course of action.
  4. Conclusions. State the degree of acceptance or the order of merit of each course of action.

5. Recommendation(s). State action(s) recommended. Must be specific and do not solicit an opinion.

(c) Close.

1. Ask for questions.

2. Request a decision.

(4) The Staff Briefing. The staff briefing is perhaps the most widely used briefing. It is used to keep the commander and his staff abreast of situations. It may involve the exchange of information, announcement of decisions, issuance of directives or presentations of guidance. The purpose is to help insure a coordinated effort.

(5) The Mission Briefing. The mission briefing is used to elaborate on an order, given specific instructions, or install a general appreciation of a mission. Its intended result is a thorough understanding and an appreciation of the unique aspects involved. It is similar to the information briefing.

b. Section II. The Staff Study.

(1) Commanders are required to solve a variety of military problems. One of the functions of the staff is to assist the commander in selecting and executing effective solutions to problems. To obtain an accurate picture of a problem, the commander may assign it to one of his staff officers. The result of such an assignment may be a staff study. It requires the staff officer (the "action" officer) to research the problem to identify key issues and recommend effective action based on the relevant facts. In most cases, the completed study is submitted by the action officer to his superior in a written report. It may, however, be briefed. Separate staff studies are sometimes conducted on components of a larger problem. A staff study may also be initiated and conducted by a staff officer who is interested in a particular problem.

(2) A formal staff study consists of two parts: the summary sheet and supporting annexes. The summary sheet must contain enough information to allow the commander to make a reasonable decision but generally should not exceed two to three pages. The basic staff study format is contained at figure 8-1. This is a sample format only. In some commands, a Disposition Form (DA Form 2496) or locally authorized form (e.g., decision paper or decision memorandum) are used.

Headquarters  
PLACE  
Date, time, and zone

(Office Symbol)

SUBJECT: (Sufficient for file identification.)

The heading is similar to a military letter. Classification, if appropriate, appears at the top and bottom of each page.

(Omit any paragraph below that is not applicable.)

1. PROBLEM. The first paragraph is a concise statement of the problem in the form of a mission stated in the infinitive area (e.g., to determine . . .). If the problem is complex, indicate the scope. Subparagraphing may be used.
2. ASSUMPTIONS. Paragraph 2 lists any assumptions necessary for a logical discussion of the problem. Assumptions are used in the absence of factual data to provide a study and to broaden or to limit the problem. The assumption, while not a fact, must have a basis in fact. Assumptions are always written in future or conditional tenses.
3. FACTS BEARING ON THE PROBLEM. Paragraph 3 contains statements of undeniable fact having influence on the problem or its solution. Care is exercised to exclude facts that confuse the issue. Some facts may be uncovered during research while others are inherent in the directive. Facts should be listed in sequence to logically develop the Discussion paragraph. A reference must be provided for each fact listed.
4. DISCUSSION. Paragraph 4 includes the detailed analysis of all the relevant factors, including the advantages and disadvantages of possible solutions to the problem. This analysis should state, in a clear and concise manner, the data obtained during research. In a lengthy or a complicated staff study, it may be only a summary, with the details included in a discussion annex.

c. Section III. The Decision Paper

- (1) The staff study format is modified and called a decision paper for purposes of coordinataing staff actions requiring decisions by decisionmakers. The decision paper is a staff action which the staff officer uses to present facts to the commander, propose courses of action, and obtain decisions. The decision paper is brief, to the point, and contains only essential information for the decisionmaker to understand the staff action. Attachments are used to provide detailed analysis or explanations. The decision paper should contain, as a minimum, a statement of purpose, brief summary of previous discussions, background facts and information relating to the staff action, and discussion or alternatives that support or oppose the recommendation(s). Some principal considerations of the decision paper are:
  - (a) Length should be no more than two pages, excluding tabs.
  - (b) Use tabs sparingly, only to provide essential explanations or information.
  - (c) Synthesize facts.
  - (d) Summarize issues.
  - (e) Present feasible alternatives.
- (2) The format for a decision paper is provided at figure 8-2. It is the format which has been standardized for use throughout the Army in AR 340-15 and is considered an effective means of quickly identifying a problem and providing a recommendation to the commander.

# DISPOSITION FORM

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

REFERENCE OR OFFICE SYMBOL	SUBJECT
ATZL-SWC-P	Decision Paper

TO Chief of Staff FROM DCSPER DATE MAJ Cruce/tjh/4690 CMT 1

1. For DECISION.
2. PROBLEM: To revise current Memorandum 1-10 (BLUE TAB, Red Flag).
3. RECOMMENDATION: That the Chief of Staff approve RED TAB.
4. BACKGROUND AND DISCUSSION:
  - a. All decision papers will be addressed to Chief of Staff.
  - b. Decision papers will be signed and dated after coordination. Name of action officer, typist's initials, and action officer's telephone number will be listed under the date.
  - c. Paragraph 1 will indicate, in parentheses and all capital letters, if decision paper is time sensitive to an event or has a suspense to higher headquarters (suspense to Command Group will not be listed). The word "DECISION" in paragraph 1 and all references to tabs will be underlined in red.
  - d. Paragraph 2 will indicate clearly why the decision paper has been prepared.
  - e. Paragraph 3 will contain specific recommendations. Special handling requests (e.g., "Return to originator for dispatch after approval.") will be included here. A line will be added under each recommendation where approving authority may indicate action taken.
  - f. Paragraph 4 will convey specific facts necessary to understanding of the decision paper recommendations. Documents used to support a recommendation will be submitted as tabs and their key points will be summarized in paragraph 4.
  - g. Paragraph 5 will indicate resource (funding, personnel and stationing) impact of the recommended decision. Almost every staff action has an impact on personnel, equipment, funds, or stationing. For example, if a unit is being relocated there will be a tremendous impact involving all four areas: impact on personnel and their families, funds, relocation of equipment or turning in old equipment and drawing new equipment at new location; and finally stationing considerations such as barracks, family housing, family and troop support facilities, motor pools, parking, maintenance, and many more depending on the situation.
  - h. Paragraph 6 will indicate coordination. Coordination for staff offices is indicated as "CONCUR", "NONCONCUR", or "NOTED". Decision papers with publications for approval go through the Office of the Adjutant General. "AG: (EDITED)" then is the last entry in the coordination paragraph. Name and duty position of individual signing for coordination will be typed or legibly printed. Original coordination signatures need not be included on decision papers submitted to Command Group. Coordination tabs (statements of nonconcurrency, considerations), if required, will be identified in paragraph 7. Signature block will be added when coordination is complete. Paper will be signed and dated immediately before dispatch.

DA FORM 2496  
AUG 80

PREVIOUS EDITIONS WILL BE USED

• U S G P O 1982-306-545



ATZL-SWC-L

SUBJECT: Decision Paper

i. Decision papers must be approved by the staff principal, deputy, or assistant, and normally will be signed by one of those officials. When a paper is signed by the staff office executive officer, a final paragraph (7 or 8, depending on whether there are coordination tabs) will indicate by title who approved the paper.

5. RESOURCE IMPACT:

a. Personnel: Net gain of 50 CGSC student spaces will require additional faculty and support personnel as outlined at (TAB A).

b. Stationing: Major stationing requirements are 50 additional sets of CGSC student quarters, additional parking spaces, and classroom facilities. See (TAB B) for detailed discussion of stationing requirement.

c. Funds: Summarize funds and provide detailed discussion of funds at TAB C.

NOTE: Briefly summarize major resource impact here and use tabs to provide a detailed discussion of the impact in each area. Examples of resource impact statements are on page \_\_\_\_.

6. COORDINATION:

DSCRM:	CONCUR / NONCONCUR ( )	_____	Date: _____
DCSLOG:	CONCUR / NONCONCUR ( )	_____	Date: _____
DSENGR:	CONCUR / NONCONCUR ( )	_____	Date: _____
TRADOC LO	NOTED _____	_____	Date: _____
AG: (EDITED)	_____	_____	Date: _____

\*7. Consideration of DCSXX nonconcurrency (TAB D) is at (TAB E).

7 Encl  
as

WILLIAM J. BEAM  
Colonel, GS  
Assistant DCSPER

\*The decision paper is sent out for coordination after paragraph 6 is completed using a cover sheet to route it to the agencies listed for coordination. The agencies concur or nonconcur on the decision paper and provide their comments or statements of nonconcurrency at TAB \_\_\_\_\_. The action officer then adds paragraph 7 if there are nonconcurrency(s) which cannot be resolved and then adds the signature block.

RESOURCE IMPACT STATEMENT EXAMPLES

Format examples for paragraph 5, Resource Impact, of the decision paper are as follows:

	<u>Manpower</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>	<u>Appropriation*</u>
Military	- 2 Off, -11 EM	\$ -7,000	\$ -21,000	\$ -21,000	(MPA)
Civilian	-12 DAC	-75,000	-227,700	-227,700	(208028.35)
Equip Purchase		<u>+1,400,000</u>	<u>0</u>	<u>0</u>	(OPA)

Net Resource

Impact -25 Spaces \$+1,318,000 \$ -248,700 \$ -248,700

\*If OMA appropriations, the AMSCO musts also be identified.

EXAMPLE 2

5. RESOURCE IMPACT: None.

NOTE: No coordination with DCSP is necessary when this statement is used.

EXAMPLE 3

(The decision paper proponent funds the tradeoff within his or her own resources.)

5. RESOURCE IMPACT: The tradoff of two lower requirements on the DCSP requirements priority list for FY 79 will release sufficient funds (\$5 million) to satisfy an under funded FY 79 higher priority requirement and leave a balance of \$2 million for other use.

EXAMPLE 4

(The decision paper proponent seeks outside resources by tradeoff.)

5. RESOURCE IMPACT: The DCSP requirement for five manpower spaces can be satisfied by the tradeoff of the Project Forward, Plans and Concepts function to DPT/SEC for two officer and three enlisted spaces.

EXAMPLE 5

(The decision paper proponent seeks a transfer of resources.)

5. RESOURCE IMPACT: The transfer of spaces to support the new function for DPT/SEC is as follows:

<u>TDA NO.</u>	<u>AMSCO</u>	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>GS</u>	<u>LN/LS</u>
E1WOANAA-0178	814761.1	-1	0	-2	-1	0
E1W31KAA-0178	819731.1	+1	0	+2	+1	0

d. Section VI - Talking Paper

A talking paper is a memory aid for an informed reader. Its length should not exceed one page and normally should convey the substance of the subject without attachments. If attachments are necessary, they should be brief and provide only as much background as can be easily used. A sample talking paper is shown below.

TALKING PAPER

Talking paper for the Cdr, CAC, for a meeting with the Secretary of Army on 14 October 1981

SUBJECT: Talking Paper Format

1. PURPOSE: This paragraph should be a one-sentence statement of why the user requires the talking paper. Example: Secretary of Army requested on 12 October 1981 that the Commander, CAC, discuss his recommendations for ... in a meeting with him, tentatively scheduled for 1200, 14 October 1981. If the nature of the problem is not evident from the subject or from the statement of purpose, include a short, succinct, one-sentence statement of the problem or issue. For example, in the above case, the following might be added: Highest authorities have directed that US nuclear weapons be relocated to enhance security.

2. RECOMMENDED POSITION: List important elements of recommended position. (Short, concise, telegraphic sentences should be used throughout the paper.)

a. XXXXXXXXXXXXXXX.

b. XXXXXXXXXXXXXXX.

3. POINTS SUPPORTING RECOMMENDED POSITION: List principal elements of facts or rationale that can be used to support the recommended position.

a. XXXXXXXXXXXXXXX.

b. XXXXXXXXXXXXXXX.

c. XXXXXXXXXXXXXXX.

4. OTHER VIEW(S): The intent of this paragraph is to anticipate the arguments that might be used to counter the recommended position and to identify the agencies or individuals supporting the other view(s). If there are no such views, if they are unknown, or if they have not been developed, those facts should be stated.

a. XXXXXXXXXXXXXXX.

b. XXXXXXXXXXXXXXX.

APPROVED BY \_\_\_\_\_

Prepared by \_\_\_\_\_

Coordination \_\_\_\_\_

\_\_\_\_\_

e. Section V. Information Papers

- (1) Information papers are used to transmit factual information in concise terms, normally to assist decisionmakers in preparing for a discussion. Only essential facts concerning the subject are included. Figure 6-4 on page 6-6 of AR 340-15 provides a suggested format for an information paper. Paragraph 6-11 of AR 340-15 outlines the use of information papers.
- (2) One of the more common types of information papers is the fact sheet. Fact sheets, as the name implies, are used to provide facts. The length of a fact sheet should normally not exceed two pages. Enclosure may be added for additional detail. The format for the fact sheet will vary from command to command. Figure 8-4 provides a suggested format.

FACT SHEET

G1, ABCA-GA  
MAJ Doe/545-3202  
14 August 19\_\_

**SUBJECT:** Preparation of a Fact Sheet

**PURPOSE:** The first paragraph will state the purpose of the fact sheet.

**FACTS:**

1. This and succeeding paragraphs will develop facts in a logical sequence.
2. A fact sheet will not exceed two pages, including enclosures when applicable, and will be prepared as follows:
  - a. Typed single space on plain bond paper, with the same margins, spacing, and paragraphing as a letter.
  - b. The words FACT SHEET will be centered at the top of the page. The heading will include the name of the agency and office symbol, name of the action officer and his telephone extension, date and subject—all as shown in this sample format.
  - c. The original and two copies will be furnished to the requesting official.
  - d. Enclosures and copies furnished will be listed as shown below.

1 Encl  
Schedule of Events  
Copies furnished:  
G2  
G3

(Figure 8-4)

# **CHAPTER 3**

## **CUSTOMS AND COURTESIES OF THE SERVICE**



## INTRODUCTION

This chapter has been prepared so officers and their wives can become familiar with the customs and courtesies that bind together service members of all grades and ages.

If there is any one fundamental that underlies all proper social conduct, it is this—consideration for the rights and feelings of others. While some of our social customs seem somewhat involved, all proper conduct originates from this fundamental. At all times an officer will conduct himself in such a manner that will cause the least embarrassment, discomfort, and inconvenience to those around him. In his social relations, an officer should never forget this principle of consideration for others.

Two of the most important expressions in your social vocabulary are "please" and "thank you." If you are thinking in these terms, chances are that you are headed in the right direction even though you may be a little rusty on the particulars of rules governing a situation.

An officer's attitude toward other people will distinguish the gentlemen from the lout. Each person, man or woman, should always be treated with particular consideration and courtesy. The knowledgeable officer will practice this deference to all those he encounters, whether in a business or social environment.

There is an old military maxim that in the relations between seniors and juniors, "The senior will never think of the difference in rank, the junior will never forget it." This adage is just as true in social as it is in official relations. Violation of this principle often leads to disharmony and embarrassment.

As an officer, you will meet literally hundreds of people, both officially and socially. The impression you make depends upon your social conduct in all its aspects: courtesy, proper dress, respect for seniors, table manners, courtesy to ladies, and correct correspondence. It is, therefore, in your best interest to become familiar with these procedures as soon as possible.

## Section I. THE OFFICER'S CODE FOR SOCIAL CONDUCT

### LIVING UP TO THE OFFICER CODE

Customs of conduct in the Army differ little from those customs expected outside the Army. Proper conduct, in both cases, is an obligation we all owe to society. All customs and courtesies exist for the express purpose of fostering pleasant and agreeable living, which is enhanced by irreproachable deportment, unselfish compatibility with seniors and juniors alike, and good taste and manners. The old proverb of "Do unto others as you would have others do unto you," is a sound rule for complying with the procedures of protocol and etiquette.

The official and social conduct required of an officer has two main sources of authority. First, as a member of the military establishment, his performance of duty is governed by written laws and rules embodied in the Uniform Code of Military Justice, Army regulations, implementing regulations, circulars, bulletins, and the various orders and memorandums of the officer's unit. Second, his conduct is guided by the customs and traditions that are part of our Army and our American culture.

Laws and customs are effective only when the officer firmly believes in and is determined to live by the standards they define. The mark of an officer, therefore, consists of two things: knowing what the standards are, and having the strength of character to live by them.

In any army, standards of conduct are maintained because its members firmly believe in and are directed by those standards prescribed by the government and the military service of the government. The military code we live by is not greatly different from that which has stood for centuries. The consequences of violations of standards by officers may extend far beyond the personal and may affect the reputation of the army, or even the United States.

### CHARACTER OF AN OFFICER

For several hundred years, the code of chivalry was a real and living force in medieval Europe. Excluding the barbarity often committed in its name, chivalry was a tangible application of an older and more meaningful code of conduct: the Ten Commandments. Beneath the romantic legend, the code of the knight-at-arms was quite simple. Besides the special valor of the fighting man and his loyalty to king and country, the knight was expected to maintain strict standards of conduct. He was, for example, expected to be kind to all people, particularly women and the poor. The knight's code seems dated today. However, a code for officers, employing some of the ideals of the "knight's code," is a good starting point to assemble a list of

desirable qualities including honor, bravery, and decency. But something else is necessary. To be complied with, the qualities must mean substantially the same thing to everyone.

There are a number of qualities universally considered desirable in an officer. The two qualities discussed here, integrity and dignity, are perhaps the most inclusive, because they embrace the meaning of several narrower terms. By examining these qualities, every officer can more realistically appraise his own strong and weak points.

#### Integrity.

Integrity is an obvious requisite in every officer. But there is more to integrity than honesty and dependability. A person may be thoroughly honest and dependable, yet still be lacking in the deeper integrity that marks the best officers. Meticulous care for public funds and property, for example, is essential. But the officer who is honest only because he wants to avoid trouble demonstrates only a technical or "skin-deep" integrity. The officer's integrity must have deeper roots than a mere desire to avoid the penalties of carelessness or dishonesty. The practical honesty of the bookkeeper or of the citizen whose credit rating is always above reproach is that honesty expected of the officer.

Integrity has meanings that cannot be expressed in a single word. A complete description involves several less inclusive terms like resourcefulness, decisiveness, fidelity, adaptability, stability, forcefulness, moral courage, fairness, and tenacity. In all professions, integrity is desirable and merits its own reward, but for officers the desirable becomes the indispensable.

#### Dignity.

Dignity is involved in simple good manners as well as in other behavior. It is an outward sign of the individual's beliefs and attitudes, revealing not only what he thinks of himself but also what he thinks of others.

Some characteristics of dignity have particular importance in the military profession. Neatness in dress and appearance generally connotes personal pride. For an officer, it demonstrates both pride in himself and in his Army. His uniform identifies him as a leader in the Army; his manner of wearing it is as much an Army matter as a personal one.

Courtesy is a mark of dignity that has a special meaning for officers, not only in the narrow sense of etiquette but also in its broader sense of consideration and fairness to others. Courtesy is not something reserved for the officer's mess, social gatherings, and



official relations with one's commanding officer. In the matter of rank and authority, every officer has seniors, juniors, and contemporaries. In the matter of courtesy, these relationships merge into a single standard under which there is never any justification for rudeness, disrespect, or other offenses against common dignity.

Military courtesy includes certain formal and customary acts and observances peculiar to military organizations in general. Compliance with the outward forms of military courtesy is most effective when it expresses a genuine inner dignity, without which the act of courtesy tends to be neither genuine nor courteous.

#### OFFICERS' STANDARDS

##### Conduct in General.

An officer's behavior should reflect that he is a gentleman. A poorly dressed or ill-mannered officer causes damage to the public image of the Army and the officer corps. The officer is expected to live up to the highest standards of gentlemanly conduct and decorum.

##### Personal Appearance.

The quality of an officer's uniform should be the best he can afford. Further, each officer is expected to study and comply with the "Uniform and Insignia" regulation, AR 670-5, and other local 670-series regulations and unit SOP. There is no excuse for an officer to be ignorant of the proper wear of the uniform and insignia. There is no room for error in this matter.

Every man with the responsibility to lead and influence others must project an example to be emulated. This is particularly true of an Army officer. One of the important factors which creates your image will be your appearance, which should be immaculate and above reproach at all times. To attain this high standard of appearance, he will have to pay strict attention to personal cleanliness, manner of dress, and grooming.

##### Wardrobe Selection and Wear.

As an officer, your dress should be appropriate for the situation and neat at all times. This does not require a large wardrobe or expensive clothes. It does, however, require good judgement in the selection of your wardrobe. The clothing you select both civilian and military, should be of the highest quality your budget will allow. Buying lower quality bargains in an effort to save money will prove more expensive over the years. You will indeed be fortunate if bargain buys ever give you the confidence and satisfaction of well-tailored, good-fitting clothes of lasting quality. Officers

should avoid the purchase of clothes of extremes in style or color. Remember that good quality, conservative clothing never goes out of style.

You should always dress appropriately for each occasion consistent with your status as an officer. You should have a contemporary, conservative suit for evening wear at informal social occasions in the winter and a lightweight suit of dark color for those occasions in the summer. A sports coat and slacks are acceptable and are commonly substituted for a suit at informal events. Black or dark brown shoes and plain dark socks should be worn with a dark suit. White or other light-colored socks should never be worn with dark suits. The traditional white shirt worn for evening social occasions is always appropriate, but either patterned or solid colored shirts are also acceptable. If you wear a patterned shirt, your tie should be of a solid color or a subdued pattern.

Although you may wear your Army blue mess dress (or, as a substitute, the Army blue uniform with bow tie) for evening occasions that prescribe "black tie," a dinner jacket may be worn at off-post civilian functions or at parties on post—particularly in private quarters where the dinner jacket would be the attire preferred by most male guests. Miniature decorations (not badges) may be worn with the civilian dinner jacket.

A major point of concern and of extreme importance is to dress appropriately for each occasion. This requires supplementing your wardrobe with additional clothing for recreation and sports. Remember that it is never permissible to participate in outside sports without a shirt. There are definite standards of dress for all social occasions and for all sports—always adhere to them.

There are several points to keep in mind concerning the fit of your clothing. Make sure that the collar of your suit or jacket does not stand away from your neck. Also, 1/2 to 1-inch of your shirt collar should be visible above your coat collar when viewed from the rear. The sleeve of your suit coat or jacket should also reveal at least 1/2 inch of your cuffs. Your jacket should be long enough to cover the seat of your trousers. It should be loose-fitting and devoid of wrinkles, especially in the back below the neck and along the shoulders. Your trousers should be long enough to touch at the instep when you stand. Never wear a short sleeve shirt with a three-piece suit.

#### Wardrobe Care

Proper care and cleaning of your clothing, both civilian and military, will ensure a longer life. Proper care does not require much effort if you follow a few basic rules. When a blouse or coat is not in use, hang it on a well-shaped wooden hanger. Wire hangers have

a tendency to cause jackets to sag and force them out of shape. The "clipon" trouser hangers are preferable to the "bar" hangers, since they prevent a crease from developing in the trousers where they lay across the bar. When you have finished wearing a suit, air it thoroughly before hanging it in the closet. Air circulation is essential to the preservation of your clothes; therefore, be sure to have adequate space between the items hung in your closet. Hanging woolen sweaters will cause them to lose their shape—fold and place them in dresser drawers. Brush your clothing after each wearing and hang them properly. They will require less cleaning and pressing, thereby adding to their life. It is advisable to have the sleeves and lapels of your coats "rolled pressed" instead of "flat pressed." In such a manner, there is no crease in the sleeves to become wrinkled. Normal wrinkles will generally disappear overnight on a coat hanger, thus saving excessive pressing. Clothes should never be pressed without cleaning, as any stain or dirt on the fabric will be pressed in; and proper cleaning thereafter becomes difficult. Longer wear can be obtained through proper rotation of your clothing. Shoe life can be prolonged by keeping shoes clean and polished, keeping shoe trees in the shoes, and using a shoe horn when putting on shoes. Whenever possible, it is wise to rotate shoes with a minimum of one day between wearings. Remember, run-down heels present a particularly careless appearance.

#### Finances.

An officer is expected to scale his living to his income. Entertainment, clothing, home furnishings, and other expenses should be planned accordingly. Financial limitations are recognized and shared by fellow service personnel. Therefore, it is not necessary to overextend yourself to the point of embarrassment. Failure to promptly pay bills and writing "insufficient funds" checks will injure your credit standing, will reflect unfavorably on you, and could easily ruin your career.

#### Food and Drink.

Gentlemanly behavior dictates moderation in eating and drinking, particularly the latter. It is never acceptable to be intoxicated.

Alcohol and drug abuse continues to be a visible problem which we are required to deal with on a daily basis. Both are incompatible with military service and the maintenance of high standards of performance, military discipline, and readiness and pose a serious threat to the overall health and welfare of the Army Community. The following information and guidelines are provided to commanders containing what actions can and will be taken against drug and alcohol abusers:

a. Commissioned and warrant officers may receive an Article 15 from the post, installation or Brigade commander. In appropriate cases, commissioned and warrant officers may be tried by court martial.

b. Commissioned and warrant officers will be processed for consideration for elimination under provisions of Chapter 5, AR 635-100.

#### Conversation.

An officer's speech must reflect two attributes. First, he must be able to transmit his ideas clearly and quickly to others; second,, he must be able to convey ideas and sentiments in such a manner as to give no offense. Simple direct speech is most effective. But he should guard against the overemployment of slang or local expressions. Swearing is to be avoided.

When conversing informally, guard against making derogatory statements about others. Malice and interference in the lives of others will affect, even ruin, your career. Criticism of others may seem to be interesting to your friends, but it will always lead to their loss of respect for you. A positive approach to everything is far better.

You should not discuss official matters with your family. Such information may be misunderstood or subsequently distorted in conversation with others.

## Section II. CUSTOMS OF THE SERVICE

"Nothing is stronger than custom"—OVID

A custom is an established usage. Customs include positive actions (things to do) and taboos (things not to do). Much like life itself, the customs we observe are subject to a constant and slow process of revision. Many customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change. To an astonishing degree, man is eager to follow established practices. The realization that he is following a course that has been successful for others in similar circumstances bolsters his confidence and encourages him to adhere to his course. Whether a custom is ancient or new, its influence is profound, for it is man's attempt to apply to the solution of his immediate problems the lessons of the past. It follows that as a long established social organization, the Army observes a number of customs that add appreciably to the interests, pleasures, and graciousness of Army life. This section is intended to explain and to help perpetuate those Army customs that have enriched many lives for many years. In knowing and practicing these customs, you will be rewarded with enjoyable experiences and new friendships which strengthen the purposeful service our mission requires.

## THE CORRECT USE OF TITLES

Each member of the Army, from Private to General of the Army, has a military grade which becomes his title by force of regulation and custom. On official correspondence a servicemember's title always accompanies their name. Titles are also used in conversation between service members, but do not use the third person in speaking to a superior, i.e., "Would the major...." Likewise, by usage and custom, military titles are used between military and civilians just as custom has dictated the usage of "Senator," "Professor," or "Doctor."

Armed forces personnel are addressed in official correspondence by their full name and rank. In conversation\* and unofficial correspondence, personnel are addressed as follows:

All general officers .....	"General"
Colonels and lieutenant colonels .....	"Colonel"
Majors .....	"Major"
Captains .....	"Captain"
All lieutenants .....	"Lieutenant"
All doctors .....	"Doctor"
All chaplains .....	"Chaplain"
All nurses .....	"Nurse"
Warrant officers .....	"Mister," "Miss," or "Mrs." as appropriate
Sergeants Major .....	"Sergeant Major"
All other sergeants .....	"Sergeant"
Corporals .....	"Corporal"
All specialists .....	"Specialist"
Privates and privates first class .....	"Private"

\*Senior officers should not be addressed by their rank, but rather are called "Sir" or "Ma'am."

Female officers are addressed as "Ma'am." Subordinates should be addressed using their rank and last name.

## REPORTING AND ORIENTATION TO A NEW UNIT

From time to time, you will receive official orders directing you to a unit at a new duty station. Upon receipt of these orders you should forward a letter to the commander of your new unit. This is a traditional courtesy you should observe each time you prepare for a permanent change of station. This gives the commander an opportunity to make plans for your arrival and subsequent assignment. As a minimum, this letter should include the following information:

Expected date of arrival  
Family size  
Housing desires  
Education (military and civilian)  
Preferred duty assignment  
Two copies of your orders  
Any questions concerning your assignment or the station  
Your temporary address

The following is an example of such a courtesy letter:

UNITED STATES ARMY ARMOR SCHOOL  
US ARMY ARMOR CENTER  
Center School Brigade  
Fort Knox, Kentucky 40121

17 November 1985

SUBJECT: Assignment of 2LT John A. Doe, Armor, 111-22-3300

Commander  
5th Bn, 77th Armor  
APO New York 09086

1. Under the authority of paragraph 8, DASO 372, dated 21 October 1985, I have been assigned to your command. Pursuant to these orders, I plan to report for duty on 1 February 1986.
2. I am a graduate of Clemson University and, except for service with the Reserve Officer Training Corps at Clemson, I have had no military experience prior to my current schooling at Fort Knox. I am attending the Armor Officer Basic Course and will graduate on 15 January 1985.
3. I am married and have one child, a girl, age 16 months. I would like to reside on post if quarters are available.
4. My preferred assignment is to command a tank platoon. I look forward with great interest to duty in your command.

1 Encl  
DASO 372  
(2 cys)

JOHN A. DOE  
2LT, Armor

At your earliest opportunity upon arrival at your new duty station, you should report, with copies of your orders, to the Adjutant General reception facility (or Bn S1 if pin point assignment) to complete sign-in procedures. To facilitate processing during normal duty hours, you should report between 0800 and 1100 hours on the reporting date indicated on your orders. The location of this facility can be secured from the Military Police stationed at the main entrance to the post. If your new unit has assigned a sponsor to you, and you have had contact with him, it is wise for you to inform him of your arrival so he can assist you through the in-processing. The



Class A uniform is appropriate for reporting in. Should you be forced to arrive after normal duty hours, you should complete sign-in procedures with the installation duty officer. In either situation you will be advised concerning the proper procedures for further administrative processing requirements and most likely will be given assistance in that regard. Normally, your new unit will allow you ample time to complete initial administrative requirements as well as necessary personal requirements.

During the in-processing, you will be assigned to a specific major unit of the installation, usually a brigade or battalion. For your initial duty day you should report in your Class A uniform to the adjutant of that unit. The adjutant will then arrange a time for you to officially call on the unit commander. During the course of his welcoming you to the unit, the commander will normally inform you of the mission of the organization, the nature of your forthcoming duties, and the specific unit, usually a company, to which you will be assigned. The adjutant will arrange for your introduction to the unit commander. During this reception process your commander will outline unit policies with which you should become familiar, as well as provide you with guidance concerning their personal requirements and the duties you will be expected to perform.

Following these official calls, you should ask the adjutant about the commanders' policies regarding courtesy calls. Commanders often substitute a reception, cocktail party, or some other social gathering for a courtesy call; however, if the local custom dictates, it is appropriate for you, accompanied by your wife, to call at your commander's quarters. In the event the courtesy call is made at the commander's residence, you should plan to stay no longer than 15 minutes. Unless the commander directs differently, this function is to be considered formal, and your dress, either military or civilian, should be in accordance. If, when calling, another couple arrives to make their call, without regard to the other officer's rank, stay until your call is complete; then depart. The guiding principle here is FIF, "first in, first out," and not one of seniority.

Prior to your permanent departure from a unit, it is normally the custom to make an official departure courtesy call. Once again, you should consult the adjutant as to the commander's desires. The same guidelines that pertain to arrival calls are applicable.

#### POST AND UNIT SOCIAL ACTIVITIES

Upon arrival at a station, the officer and his family are members of the social and cultural life of the military community. The newly arriving officer, or officer and family, will be accorded a sincere welcome from the members of the community. You will find that you will be able to eliminate the feeling of newness almost immediately. As a matter of fact, normally military officers will reside at one

station no longer than three years. Therefore, all members of an Army garrison are "new" in the sense of prolonged residence.

If you are newly commissioned and entering the military community for the first time, there is no need to be disturbed about the customs and social practices. In the first place, Army people are familiar with the special problems of the newcomers and if given the opportunity will be pleasantly helpful. The Army's social customs are not much different from those found in any group of well-educated, professional people. The best course to follow is merely to be yourself and do as you would at a similar social function anywhere.

#### The Officers' Club.

You will find that the Officers' Club, officially designated as the installation Officers' Open Mess, is the center of social activities for officers and their families. The "club" operates on a membership basis with dues covering a variety of activities provided at a reasonable cost. As the successful operation of the "club" is dependent completely on the support and cooperation shown by its members, all officers are strongly encouraged to join and take an active and positive interest in its operation. To fail to do so will cause the officer to miss the very heart of post social activity, and if he is married, deny his wife normal social contacts with other Army wives.

#### Traditional Dining in Unit Messes.

It is customary for officers (and their families when invited) to eat certain meals in their organization or unit mess and to join in organizational activities on such occasions as Organization Day, Thanksgiving, and Christmas. Invitations to these functions are normally sent by the unit. Usually, the Army Blue uniform is designated for these occasions.

#### Official Receptions.

An official reception is an important social function. Any new arrivals, military or civilian, are generally honored by appropriate receptions given by the commander or by the officers of the post. In many units, receptions are given to introduce a group of newly arrived officers and their wives. Such receptions (called hail and farewell receptions), where newcomers are included in the receiving line, may satisfy the requirement for a first call and return. They are usually given at the officers' mess or similar facility. Although such gatherings are primarily social, they have an official aspect. When invited, attendance should be regarded as obligatory and absence therefrom should occur only for those reasons that necessitate absence from any military formation.

Additionally, it is customary for each officer of a unit to call on his respective commanding officer on New Year's Day. Such procedure will normally be announced by the adjutant or by direct verbal or written invitation.

Official receptions will usually be given at the post officers' club; however, another suitable location may be used. Children are never included at an official reception. Before houseguests or other friends are brought to a reception, an informal request of the host or hostess should be made. The rules of etiquette prescribed for conduct at a reception, including the receiving line, are included in section III.

#### Ceremonial Toasts.

Ceremonial toasts are a traditional Army custom at a unit dinner party or a stag dining-in. Unit traditions and the desires of the commander usually dictate the procedures to be followed and specific toasts to be rendered. Junior officers are frequently called upon to present at least one of the toasts. The order and subjects of all toasts should be decided in advance so that the host and guests will know what is expected of them. Although toasts at the completion of the meal are still traditionally appropriate, common practice most frequently results in toasts being offered at the beginning of the meal. Generally, toasts will be given to the President of the United States, the United States Army, the division, the brigade or battalion, the unit colors, and finally, the ladies if they are present. Officers should also be familiar with the international customs observed when toasts are exchanged in foreign messes or at official dinners or luncheons given in honor of visiting dignitaries. Clearly, toasts are an important part of social functions and great care should be taken to see that they are conducted properly. Special note should be taken of the proper reply to a toast.

#### Invitations and Responses.

Every invitation deserves the courtesy of a prompt reply, and in so doing you should follow the guidelines contained in social correspondence, section III.

An official invitation to a social event should be accepted unless your reason for absence would justify absence from regular duty or unless you have previously committed yourself to another social function. If you are married and your wife is unable to attend an official function, you are still expected to participate. In the case of social invitations, your acceptance or regrets should be based upon your availability at the time the invitation is received and not upon the possibility of receiving a more enticing invitation at a later date.

Dress for Official Functions.

Dress requirements for social or official functions are specified as follows:

- "White Tie" ..... Army evening dress with white bow tie  
Civilian "tails"
- "Black Tie" ..... Army Blue Mess  
Army White Mess  
Army Blue Uniform with black bow tie  
Army White Uniform with black bow tie  
Civilian Dinner Jacket
- "Formal" ..... Army Blue Mess  
Army White Mess  
Army Blue Uniform with black bow tie  
Army White Uniform with black bow tie  
Civilian Dinner Jacket  
Army Green Uniform with white shirt  
and bow tie\*
- "Semiformal" ..... Army Blue Uniform  
Army White Uniform  
Business suit  
Army Green Uniform with green shirt  
and four-in-hand tie\*
- "Informal" ..... Business suite or sports coat  
Army Green Uniform—if specified
- "Casual" ..... Sport shirt and slacks or other dress  
appropriate to the specific occasion.

\*Authorized for OBV and ADT officers not required to own Army Blue uniform.

Composition of uniforms can be found in AR 670-5, "Uniform and Insignia." The Army blue and Army white uniforms worn with a bow tie are considered authorized substitutes for the Army white and blue mess uniforms.

Name plates should always be worn as they are part of the uniform. Exceptions to this rule may be directed in the case where all members of a function are well known to one another, (i.e., a battalion Dining-In). Remember it's always easier to take a nameplate off, if it is not required, than it is to produce one if you go to a function without wearing one.

## COURTESIES RENDERED BY JUNIORS TO SENIORS

Courtesy is essential in human relationships. It includes as an essential element, a proper appreciation of the rights and feelings of others. Military courtesy includes special acts and ceremonial procedures that are directed in official regulations. The newly commissioned officer should take pride in being military and with being knowledgeable of military courtesy. He should understand that the required courtesies are a part of the ceremonial procedures, which contribute color and dignity to our lives; that they form an integral part of the discipline needed for the attack to succeed and for the defense to hold; and that they are a part of the comradeship that binds together all of us who share the common responsibility of the nation's security.

### Saluting.

Since antiquity, men of arms have rendered some form of salute as an exchange of greeting. The method of saluting has varied through the ages, as it still varies in form today between different armies. Whatever the form, the salute pertains to military men and its use restricted to those in good standing.

The birth of saluting has been lost in antiquity; however, as early as the Age of Chivalry it was in common practice.

The military salute is today, as it has been for ages, a unique exchange of greetings between military men. But to have it mean what it should, it must be rendered properly and with pride. It is customary for the military police at some posts to salute when you arrive by car. A return hand salute is appropriate.

### The Senior's Place of Honor.

Another ancient military custom dictates that you should always walk or sit to the left of your superiors. During the life of the United States there have been firearms, but this was not always the case. For centuries men fought with swords, and because most men are right handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side became defensive. Men and units who preferred to carry the battle to the enemy, and who were proud of their fighting ability, considered the right of a battle line to be a post of honor. Therefore, when an officer walks or sits on your right, he is symbolically filling the post of honor.

When entering a vehicle, the junior enters first and sits on the left of the senior. When leaving a vehicle, the senior exits first and others follow in order of rank. Seniors will precede juniors through entranceways.

A junior, when addressed by a senior, comes to attention except in the transaction of routine office business. However, if seated, a junior should rise when addressed by a senior.

#### Use of "Sir."

A soldier, in addressing a military superior, uses the word "Sir" in generally the same manner as does a civilian speaking to a person to whom he wishes to show respect. In the military service, however, the matter of who says "Sir" to whom is clearly defined; in civilian life it is largely a matter of discretion.

The proper, natural, and graceful use of "Sir" is something that comes with training and experience in the Army. Some fall into the habit easily; others must work at it.

As a general rule "Sir" is used in speaking either officially or socially to any senior. The word is generally repeated with each complete statement. "Yes" or "No" should not be used in speaking to a superior without including "Sir."

On the other hand, "Sir" should not be said with every other breath to the point of obsequiousness. In official dealings between officers who know each other well, it is proper to use the word with less frequency.

A military man should be careful about the use of "Sir" in conversations with civilians. A too frequent "Sir" with civilians may be embarrassing to them and smack of "bootlicking."

In speaking with a general officer you should use the word "General" in the place of "Sir" wherever this can be gracefully done. For example: "Good evening, General," rather than "Good evening, sir."

#### No Thanks.

It is an ancient and almost forgotten military custom that you DON'T thank a superior when he does something for you in the course of his official duties. For example, you should not thank the commander for approving your leave request. When a soldier receives his pay, he does not thank the paying officer for it. A company commander would not thank the inspecting officer for giving his company a favorable report.

In purely social relationships--as opposed to the official ones just cited--the normal courtesies apply. The point is that official relationships are supposed to be above considerations of "personal feelings" (favoritism or hostility); thanking a superior for an official action could imply that he was showing you favoritism.

Obviously there will be times when the rhetorical use of "Thank you, Sir" cannot be avoided without appearing rude or arrogant.

If a senior officer were to conclude an inspection by saying, "Captain, I want to compliment you on the splendid appearance of your company," the captain is expected to say something. A soldierly answer would be, "General, I will inform the men."

The Desire of the Commander.

The "wish" or the "desire" of a commander is generally assumed to have the same weight as an order. Military law backs this idea to the extent that a person can be convicted for failing to obey an order even though that "order" was expressed in the form, "I would like you to do so and so."

Notice that we said the wish has the same weight as an "order." However, no one is expected to comply with an irrational "wish" obviously not intended as an "order." It requires little imagination to see the absurd things that could happen if this custom were taken too literally. Extreme caution must be exercised in this regard.

No Excuses.

One of the most firmly established concepts of military service is the practice of accepting any task assigned, and of accomplishing each task. In the event that some task might not be accomplished, it is traditionally expected that the officer assigned that task should not offer excuses to justify his failure.

This concept is founded upon the precept that our Army exists to defend the Republic, and that any mission or task assigned to an Army officer contributes directly to that defense. The application of this concept results in training Army officers to focus their efforts and ingenuity on finding solutions to challenges with which they are presented, rather than on a search for reasons why the task should not be attempted or excuses why it could not be accomplished. This focus on mission accomplishment must be accompanied by a strong sense of ethical self-discipline--determination to accomplish the task and to overcome the challenges--which ensures that the actions taken are within the letter and the intent of the appropriate policies, regulations, and established procedures.

Within these guidelines, you must realize that there are certain circumstances under which "No excuse, Sir," is not an appropriate answer. If the task in question was not accomplished for reasons that indicate that some part of "the system" is not functioning properly, then you have the obligation to point out those flaws in the system, rather than to allow them to remain unnoticed in a misplaced sense of

self-sacrifice. Such flaws must never be pointed out as an attempt to throw up a smoke screen to conceal your own shortfalls for which there truly is "No excuse, Sir."

#### Officers Not Called to Attention.

It is not proper for officers to observe the enlisted member's custom of calling attention at the approach of a senior officer. The question then is how to get officers to attention without shouting the command. If assembled in a conference room or a theater awaiting the arrival of a senior officer, the problem is handled this way in many commands. Somebody is posted to watch for the arrival of the senior officer. As he sees the latter approach he may sound off "At ease, gentlemen," as a warning. When the senior enters the room, one officer will announce "gentlemen, the commander." All officers stand at attention until told to be seated.

#### Familiarity with Subordinates.

It is improper for an officer to get familiar or "personal" with an enlisted member. The same applies generally in official dealings with officers junior to him.

Since regulations and customs forbid a service member's being familiar with his military superiors, it is only common decency that the senior should govern his own conduct accordingly.

This custom is not snobbery but is dictated by sound psychological principles that have been periodically challenged and proved time and again to be valid. Familiarity does breed contempt. A second lieutenant has enough of a problem winning the respect of his men without complicating it with the conditions bred by familiarity. As an officer becomes more competent he can afford to be less formal with his men because they will respect him for his demonstrated ability. Treat juniors with respect. They have obligations and responsibilities, and their personal dignity warrants respect. They are entitled to be dealt with as mature individuals.

#### GUIDELINES FOR THE ARMY SPOUSE

The Army spouse earns and deserves special recognition. The demands placed upon them are not unlike those required of their civilian counterpart but they must face additional challenges. The fact that an officer will have numerous and diverse assignments anywhere in the world is enough to tax anyone's imagination as to the diverse situations and demands the Army spouse must face. There are several important ideas which, when clarified, can make adjusting to the initial years in the role of Army spouse much easier. The Army spouse is not in the military. This means that they are not subject to the rules and regulations that govern their spouse's actions and



duties; however, they do incur certain implied responsibilities. In return they share many benefits and privileges as a result of their role.

They are expected to aid in activities of the military and civilian communities. Through the women's clubs, coffee or luncheon groups, the PTA, youth activity clubs, and other organizations, they may enrich their lives, be helpful to others, and leave their mark for the betterment of the community. The Army spouse does not have rank but is in a position that warrants respect and courtesy. This respect and courtesy is based on merit--their own personality and abilities--not their spouse's rank. The Army spouse must learn about the Army--its standards and codes, its requirements and opportunities, and its traditions and procedures--so that they may understand the problem faced by their spouse and, through their inspiration, understanding and encouragement, be able to contribute significantly to the Army team. Their patience, loyalty, and resourcefulness add grace and charm to the family and the military community and also provide inspiration and impetus to their spouse's professional progress.

The Army spouse should be especially considerate of the newcomer. The first impression of a new station is a lasting one. The newcomer should be extended every courtesy and assistance. Little things, such as an early visit, an invitation to share a meal, providing additional transportation, and offering assistance with children will do much toward making the newcomer truly feel "at home." Being a good neighbor is the very cornerstone upon which customs of the service are built.

#### FOREIGN OFFICERS AND OFFICIAL VISITORS

During your Army career, you and your family can expect several overseas assignments. Since the end of World War II, a large part of our Army members have been assigned to duties in many allied and friendly nations. Also, friendly nations send officers to many of our Army schools. Therefore, it is almost certain that you will come into contact with many foreign officers during your span of service.

It is imperative that you show the utmost understanding, courtesy, and hospitality to these officers at all times. Through your understanding and interest, you can enhance the social and cultural integration of these foreign officers into our society, and at the same time broaden your own knowledge of their country and its culture. You should avoid constant reference to those aspects of the US Army that are superior to those of your foreign friend. Show humility and be a good listener. Encourage foreign friends to talk about themselves and their Army. You can learn more this way.

It is also incumbent upon you, when dealing with official visitors, to represent your installation and unit with the highest standards of courtesy and hospitality. At official receptions and social functions where official visitors are guests or honorees, every effort should be extended to make them feel welcome. As soon as practicable, you should introduce yourself to official visitors, generate conversation, and generally provide a congenial social atmosphere. A pleasing and affable social climate is of inestimable value to the creation of a warm and lasting impression upon official visitors.

#### COURTESY TO THE FLAG AND NATIONAL ANTHEM

When the National Anthem or its counterpart in field music, "To the Colors," is played, or when the flag is passing in parade, raised at reveille or lowered at retreat, all individuals, military or civilian, will render appropriate courtesies whenever within hearing distance of the music or within sight of the flag. (See chart, page 23). The chart also indicates the appropriate courtesies to be rendered by all individuals, military and civilian, during ceremonial cannon salutes and military funerals. Women and those children of adequate age should stand and render the salute by placing the right hand over the heart. Any member of the Armed Services who seeks shelter in order to avoid the rendering of courtesies to the national Anthem or Flag commits a serious breach of military courtesy. Army personnel and dependents should stand at attention whenever "The Army Song" is played. There should be no misunderstanding among officers or their dependents concerning the proper courtesies to be accorded the National Flag and Anthem or the correct actions to be taken during any military ceremony.

#### ARMY CEREMONIES

Military ceremonies contribute additional color to the life of military personnel. This is desirable because the long hours of intensive field and garrison training need to be broken, in the interest of morale. Many ceremonies include rendering homage to the National Flag or the National Anthem; others provide a means of honoring distinguished military or civilian personages. Spectators are welcome at ceremonies.

#### RETREAT

Daily, at a fixed time in the late afternoon, at Army stations the ceremony of Retreat is held. At stations provided with a saluting cannon, the gun is fired, symbolizing the close of routing activities of the day. Troops in formation under arms are brought to "Attention." The salute is rendered by the officer or noncommissioned officer in command. At the firing of the cannon, Retreat is sounded and the flag is lowered. Military personnel not in formation render

prescribed courtesies to the flag. Civilians who are present during Retreat (including the spouses and children of service members) are expected to pay appropriate courtesies. Vehicles should be stopped and the occupants render the courtesies outside the car.

#### PARADES

The parade is a colorful ceremony at which units of a command are formed, presented to their commander, and passed in review before him. The band and the colors are present. Service members are dressed to present their best appearance.

Spectators should conduct themselves in such manner as to add to the dignity of the ceremony. Smoking is in poor taste from the time the first unit marches on the field until the last unit has passed the reviewing officer. Loud talking or boisterous conduct is out of order. Children are generally welcome, but should be kept under control. A parade is not a place to take a dog. All spectators pay homage to the flag at Retreat parades, facing the unit colors in the formation. If the reviewing officer is a general officer, Ruffles and Flourishes and the General's March will be sounded as he takes his position; all spectators rise during this ceremony, and military personnel salute. The unit colors pass in review as part of the formation. As a spectator, when the color guard reaches a point six paces from your position, you should rise, face toward the line of march, and pay homage to the flag and hold this pose until the colors are six paces past your position. It would be gross discourtesy for a citizen to neglect to pay proper tribute to the colors at any time, and such failures are particularly noticeable when committed during ceremonies.

#### REVIEWS

A Review differs from a parade in that it is less ceremonial. Troop units are present normally with transportation, guns, and equipment in total or token amounts. When the reviewing officer is a general officer, Ruffles and Flourishes and the General's March will be sounded which requires the rendering of courtesies. Unit colors or standards are carried in review as at parades, and the same courtesies are required of spectators.

Cannon Salutes

AR 600-25	Reveille	Retreat when played as prelude to "To The Colors"	"To The Colors" or National Anthem	When passing uncased Colors or when uncased Colors pass by	Military funerals	NOTES.
1. Military personnel in uniform and in formation (includes female).	Execute Present Arms at the command of officer or NCO in charge.	Execute Parade Rest at the Command of officer or NCO in charge. Remain at Parade Rest until given Attention by officer or NCO in charge.	Execute Present Arms at the command of officer or NCO in charge. Execute Order Arms at the command of officer or NCO in charge.	Execute Present Arms at the command of officer or NCO in charge. Hold salute until command Order Arms is given by officer or NCO in charge.	Execute Present Arms at the command of officer or NCO in charge whenever casket is moved.	1. When a cannon salute is rendered to the Union or Nation, no individual action is required. 2. Personnel engaged in sports and attired in a sport uniform will conform to requirements for military and civilian clothes without head-dress, to render courtesies, personnel stand at Attention with right hand over heart. 3. When indoors and uncased Colors pass by or National Anthem is played, assume the position of Attention. 4. When any of the ceremonies other than military funerals are being conducted, moving vehicles will be brought to a halt. Passengers, including the driver, will dismount and render the appropriate courtesy. (This does not apply to buses and/or trucks. In this case, the senior will dismount and render appropriate courtesy.) 5. Ladies never remove headdress during ceremonies. When a head-dress is worn, a lady
2. Military personnel in uniform not in formation (includes female).	At the first note of music, face the flag (or flag if flag is not in view) and come to position of Attention until the first note of To the Colors is played. execute Present Arms. Salute is ended on last note of music.	At the first note of music, face the flag (or music if flag is not in view) and come to position of Attention until the first note of To the Colors is played.	Execute Present Arms at the first note of the music. Salute is ended on the last note of the music.	Execute Present Arms when Colors are within six paces. Hold the salute until six paces past colors and return to Order Arms.	Execute Present Arms any time the casket is moved when out of doors. When in doors, stand at Attention.	

Canon Salutes

AR 600-25	Reveille	Retreat when played as prelude to "To The Colors"	"To The Colors" or National Anthem	When Passing uncased Colors or when pass by	rendered as honor to a person (see Note 1)	Military Funerals	NOTES.
3. Military personnel and civilians in civilian dress with headress (includes casual attire and sport clothes). See notes 2 and 5.	At the first note of music, face the flag (or flag if flag is not in view) remove headress with right hand and assume the position of Attention. Remain at Attention until first note of To the Colors is played.	At the first note of music, face the flag (or music if flag is not in view) remove headress with right hand and assume the position of Attention. Remain at Attention until first note of To the Colors is played.	At the first note of music, remain at Attention, hold the headress on the left shoulder with the right hand over the heart. Remain at this position until the last note of music.	<p>COLORS PASSING: (See note 3.) When Colors are within six paces, assume the position of Attention, remove headress with right hand and hold it over the left shoulder with right hand over the heart. Remain at this position until Colors have passed six paces.</p> <p>PASSING COLORS: Turn head in direction of Colors, remove headress with right hand over heart. Assume position above when approaching within six paces of flag and retail until six paces past.</p>	At the first note of music or first round of salute, remove headress with right hand and assume the position of Attention. Remain at this position until last note of music or last round of salute has been fired.	At any time the casket is moved when out of doors, assume the position of Attention, remove headress with right hand and hold over the left shoulder with right hand over heart. When in doors stand at Attention.	places her right hand over heart to render proper courtesies. 6. Military personnel in civilian clothing without headress render honors as in note 3 except that they place right hand over heart. 7. In general, when in doors, stand at Attention to render honors, except when reporting to a superior. When outdoors, courtesies are rendered by either saluting with the hand right hand over heart when in civilian clothes.

### Section III. ETIQUETTE

The Army officer of today faces the perplexing problem of being part of a generation committed to revision and reform, while at the same time forming a very integral part of an institution with strong ties to a proud heritage and tradition. The final solution will be in his ability to maintain a keen social awareness of new attitudes while continuing to observe and comply with those facets of social etiquette which make him compatible with all of his daily contacts. This section is designed to provide information on social etiquette which is timely and directly related to civilian pursuits as well as guidance on codes of behavior which form the foundation for daily personal contacts.

#### EVERYDAY MANNERS.

##### Introductions.

The purpose of an introduction is to convert strangers into acquaintances. The fact that people who are being introduced are strangers at the outset gives an air of formality to the situation. Therefore, the sooner the introduction can be accomplished the better, since then the barrier of strangeness is eliminated.

There is nothing formidable or mysterious about making introductions. There are a few guidelines that simplify the procedures and preclude embarrassing situations. First, when introducing men, present the junior to the senior and mention first the name of the senior followed by the name of the junior. For example, "Colonel Smith, may I present Captain Brown?" Second, when introducing people of equal rank or seniority, it does not matter whose name is given first, for instance, "Lieutenant Clark, this is Lieutenant Jones." A third rule is: present men to ladies, except when the President, heads of foreign governments, or members of the clergy are involved. In such cases it is proper to present the lady to the dignitary. However, when you are in doubt, always present the gentleman to the lady. When making the introduction always mention the name of the lady first, "Mrs. Smith, may I present Colonel Jones?" Introductions to large groups are usually the easiest. Merely state the name of the new arrival and then the names of the others in the order they are standing or sitting. When being introduced, look directly into the face of the person you are meeting and say, "How do you do?" followed by his or her name. Adding the name of the person to the greeting will aid you in remembering the individual. Do not use phrases such as, "Pleased to meet you," "Pleased to make you acquaintance," or "How are you?" Only the phrase, "How do you do?" is appropriate.

When being introduced to a lady, you shake hands with her only if she offers her hand. When being introduced to another man, the handshake is mandatory.

There are a few "don'ts" that will aid you in making introductions:

Never rush an introduction; remember to speak slowly and distinctly.

Never take a lady to a gentleman to be presented; bring the gentleman to the lady.

Do not present seniors to juniors; juniors are always introduced to seniors.

A note of caution for all: It can be very embarrassing and frustrating to you, and especially to the person to be introduced, if you forget one of the names. No one enjoys his name being forgotten or mispronounced. If you cannot remember a name, and it is your responsibility to make the introduction, simply apologize to the person and ask for the name again.

#### Apologies.

There may be occasions when apologies must be given. If you are late for any social occasion, especially one that has a receiving line, find the hostess immediately and express your apologies. Should you inadvertently miss a meeting or other appointment, it is appropriate to call or send a short note apologizing and explaining the reason for your absence. The accidental destruction of an article in someone's home may be redeemed by replacing the broken article. If it cannot be matched, send a note of apology and flowers. Should you do something that injured the feelings of another, you should ask for their forgiveness as well as apologizing.

#### Telephone Etiquette.

The telephone is a vital instrument in our lives and requires special handling. Always identify yourself when placing a call or answering the phone. When in quarters, the phrase, "Captain Smith's quarters," is suitable. In the office, a phrase such as "Personnel Directorate, Captain Smith speaking, sir," is appropriate. To make a person inquire to whom he is speaking is discourteous; therefore, when placing a call always identify yourself, i.e., "This is Captain Smith; may I speak with Major Brown?" It is customary to call a residence only between 9 o'clock in the morning and 10 o'clock in the evening. Avoid making calls during meal hours. If a call has been placed and a wrong number received, an apologetic phrase such as, "I'm sorry to have disturbed you," is expected. Double check the number desired

before placing the call again. Should you receive a phone call, and the person called is not present, ask to take a message or, if possible, refer the party calling to a number where the other party may be reached. When placing a calling party on "hold," it is courteous to inform the caller that you are doing so.

#### Smoking.

Be especially careful and considerate when smoking. For instance, you should never smoke on the street while in uniform; however, smoking when attending athletic events or similar outdoor activities is permissible. Furthermore, neither smoke nor offer a lady a cigarette while walking with her in public. Make it a point to observe all "No Smoking" signs. At the theater, adjourn to the lobby during intermission to smoke. If your lady does not desire to smoke, it is proper for her to remain seated if she so desires. While attending an outdoor ceremony such as a military review, funeral, church service, etc., it is improper to smoke at any time during the ceremony. Smoking while wearing gloves displays extremely poor taste. Above all, observe the wishes of your commander, or the senior officer present, when smoking on duty. As a guest, use only the ashtrays provided; the use of saucers, plates or cups is extremely rude. Spilling ashes on the carpet, laying lighted cigarettes on the ends of tables, or the use of wastebaskets as ashtrays are unacceptable. Should there be nonsmokers present, ask their permission before smoking. It is not proper to take a lighted cigarette to the dining room or to the dance floor. Do not smoke during dinner, it is exceptionally discourteous to smoke between courses of a meal. Cigarettes are often placed on the dining table; however, if none are present and there are no ashtrays provided, this is a clear indication that the hostess does not desire smoking at the table. Aboard aircraft, remember there are designated times and places for smoking. Never smoke a cigar or pipe aboard an aircraft unless you are permitted to do so by the airline in a designated smoking section. A gentleman should never smoke a cigar at a social function when ladies are present unless he has their permission.

#### OFFICIAL FUNCTIONS

##### Receptions (General).

During your Army career you will participate in a great many receptions, which may vary in form from very small gatherings for cocktails in a home or garden to very large gatherings at a club ballroom. They may be either formal or informal affairs. Receptions are often held in honor of someone—a dignitary or a newcomer. They may also be held to mark a special occasion such as a wedding or an anniversary. For the various forms of receptions, the rules of etiquette are basically the same.



#### Entering the Reception Room.

A most important rule to observe upon entering a reception room is to immediately pay your respects to the host and hostess. Should there be other guests whom you do not know, the hosts will endeavor to introduce you to them, provided new arrivals do not demand the host's attention. You should chat with these guests for a while and then detach yourself to greet as many of the other guests as you can. On leaving a group of guests, you need merely say, "Excuse me." However, you should never leave a woman standing alone. Should you become engaged in a long conversation with a woman and desire to greet other guests, merely invite her to accompany you to the other group of guests.

At any reception you should attempt to speak to all the guests. To associate exclusively with your own friends is discourteous. On the other hand, to detach yourself and remain aloof is also considered poor taste.

#### Leaving the Reception Room.

Departure from a reception should be timely and brief. If you are standing, merely go to the host and hostess, present your thanks, and proceed to the entrance hall. If seated, merely rise. The hostess will realize the intent of your gesture. It is not necessary to wait for a conversational pause to signify your intent to depart. Say goodbye to the other guests present, thank the host and hostess, and proceed to the entrance hall. The host will normally accompany guests to the door. Keep your adieus brief and depart. To linger or engage in conversation at the entrance hall is inconsiderate to the host and to the other guests present.

Remember that at a reception or dinner party, guests should not leave prior to the departure of the guest of honor or senior member present.

#### Military Receptions and Receiving Lines.

Military receptions are among the most important social and official functions encountered during an officer's career. All rules of etiquette pertaining to military receptions apply equally to civilian receptions. Distinguished visitors, military and civilian, are generally honored by appropriate receptions either by the commander or by the senior officer of a unit. In many units, receptions are given for the purpose of introducing a newly arrived commander or a group of newly assigned officers and spouses. The newcomers are normally included in the receiving line. Appropriate dress for both men and ladies will be stated or implied in the invitation. The guests should arrive prior to the time announced so that headgear and wraps may be placed in the cloakroom. At large

receptions, guests are often assembled by unit or section and proceed through at staggered time intervals. At smaller receptions, guests pass through the receiving line upon arrival.

Rules of etiquette for a receiving line are clearly defined and hold for both civilian as well as military social functions. The members of the receiving line should arrive at least 10 minutes before the time announced for the reception to begin and should be in place at the time announced. To greet guests upon arrival, the host (hostess) will normally be positioned by the entrance, accompanied by the guest of honor and family. It is most important immediately upon arrival to present yourself to the hostess and to those in the receiving line. Guests pass through the receiving line in order of arrival; however, at large receptions, regardless of their arrival time, very senior or elderly guests may be escorted to the head of the line by an aide. All personnel invited to the reception pass through the receiving line. However, in the case of some official receptions presented by the commander, permanent party personnel are sometimes asked to forego the receiving line for the sake of brevity.

Receiving lines may be formed either from right to left or from left to right; however, right to left is preferred. The usual order of the receiving line is in order of rank with the guest of honor, or guests of honor, to the left of the host and hostess. For example, the commanding officer of the unit holding the reception is on the right of the receiving line; the commander's wife is at his left; next is the guest of honor with his wife on his left; the other officer and their wives extend the line in the same manner. If possible, leaving a lady at the end of the line is to be avoided. The adjutant or aide-de-camp, who introduces the guests, is positioned to the right of the commander.

Proper procedures for going through the receiving line require that the ladies precede their male escorts. The lady approaches the line on her escort's right arm. She is then gently guided in front of him and passes through the line. The male escort never offers his arm to a lady, nor does he ever hold her hand while proceeding through the receiving line. The male guest merely gives the name of his partner, clearly and distinctly to the adjutant or aide-de-camp. It is not proper for any guest to shake hands with the adjutant or aide. The aide in turn introduces the lady to the host. The male guest then gives his name to the aide. He should never assume, even if they are friends, that the aide will automatically remember his name. The young lady and the host exchange handclaps and a greeting. The host then introduces her to the lady on his left, saying for example, "Mrs. Jones, may I present Miss Smith," and the process is repeated through the receiving line. Similarly, the aide will introduce the male escort to the host and he will be introduced, in turn, to each member of the receiving line. Should your name become lost in a lengthy receiving line, you should repeat it for the benefit of the person

being greeted. A word of caution: always face the person you are greeting. Do not move down the receiving line facing the direction of progress, shaking hands in a perfunctory manner. A brief greeting accompanied by a firm, cordial handshake and a smile is all that is expected. You should then move promptly to greet the next person in the line. Only in the event that your progress through the line is delayed should conversation with members of the receiving line be initiated. When being introduced to a stranger, the customary, "How do you do, Mr. Jones?" is appropriate. After completing the introductions in the receiving line, guests proceed to greet other guests and form groups for causal conversations. Do not attempt to carry on a conversation in the receiving line.

Conversations at a reception should be light and of short duration. The guests move about, greet and converse with as many of the other guests as possible. Remember, the reception is a place for lighthearted conversation and entertainment, and not for solving world issues. When it is desired to leave one group in order to greet other friends, simply say, "Excuse me," and depart.

The duration of your stay at a reception depends upon its size and type. At large receptions you should remain no longer than an hour; at smaller receptions it is correct to remain for a longer period. Prior to departing small receptions, and small receptions followed by a dance, you should express your thanks to the host and hostess and pay your respects to the guests of honor, if any.

#### ABBREVIATIONS.

Certain conventional abbreviations frequently are written on calling cards to convey formal messages on various occasions. Although some of these abbreviations are not often used in this country, you should be aware of their meaning. They customarily are written by hand in the lower left-hand corner.

ppc (Pour prendre conge')—"To take leave." This indicates that one is leaving town.

pc (Pour condolence)—"To condole;" to extend sympathy.

pf (Pour feliciter)—"To congratulate;" to extend congratulations; to felicitate.

pp (Pour presenter)—"To introduce." This means that the friend who left the card is introducing a stranger to whom the receiver should send cards, phone, or call on.

pr (Pour remercier)—"To thank;" to acknowledge or reply to a "p.f." or "p.c." card.

Rsvp or RSVP (Repondez s'il vous plait)—"Please reply." These initials customarily are written on invitations when an answer is requested.

## THE DINING IN/THE DINING OUT

Both of these functions are considered formal dinners which may abide by a given set of "Rules for the Mess." The primary difference between a Dining In and a Dining Out is that wives are in attendance at a Dining Out whereas a Dining In is a stag affair.

"Rules for the Mess" are those rules generally imposed upon the members of the mess and are usually generated from specific unit traditions. "Rules for the Mess" at a Dining Out are generally more casual than at a Dining In.

### The Dining Out.

The Dining Out is a type of formal dinner or "ball". Dinner, followed by some type of entertainment or guest speaker is the norm. Many "Dining Outs" include a band for dancing after the formal activities are concluded. The formal portion of a Dining Out may be signified by a saber ceremony which denotes the beginning of the mess usually followed by a posting of the colors. (A saber ceremony is one in which the master of ceremonies separates the saber from its scabbard thereby denoting the separation of casual activity from the formal and also signifying the penalty that transgressors may pay). Some "Dining Outs" may use a large "Smoking Lamp" which when extinguished, signifies the formal portion of the function. Other methods may be the use of bells or bugle calls to symbolize the "Call to Mess" and thus the beginning or end of the formal portion of the mess.

### The Dining In.

The Dining In may abide by all the same rules as a Dining Out but are generally much more formal. Specific "Rules of the Mess" may determine when it is proper to smoke, propose toasts, and the like. Many units begin "Dining Ins" with a "Punch Bowl Ceremony" in which various ingredients are added by those in attendance to represent their particular organization or part of the heritage of the unit. The master of ceremonies, also known as "Mr. Vice" (usually the most junior member of the mess), generally samples the "punch" prior to consumption by the members of the mess as his expendable status allows for the test of the mixture and determination whether or not the drink is "fit for consumption." A "Dining In" may also have other members of the mess (also junior in status) who are considered "Loaders" whose role is to keep the glasses of other members of the mess "charged" with whatever libation required. The mess may begin or end with a formal toast. Entertainment is usually considered proper at a Dining In only after the formal portion of the mess has been concluded as signified by returning a saber to its scabbard, lighting the smoking lamp or retiring the colors. Appropriate entertainment may be amusing ditties or skits as performed by members of the mess or a presentation

by a guest speaker. Generally, all functions of the mess are controlled by "Mr. Vice" and supervised by the president of the mess (usually the highest ranking person present, excluding the guest speaker).

#### FORMAL AND INFORMAL ENTERTAINING

##### *The Formal Dinner.*

It is important to be aware of the protocol and customs involved in a formal dinner party. It is recognized that these are rare occasions for your Army officers. Nevertheless, with the possibilities for selection as an aide-de-camp or service in one of the many countries of the world where our Army is represented—a newly commissioned officer may soon be invited to a formal dinner. Also, it is wise to begin with the most complex of dinner parties—the formal dinner party—for, if you can master the formal dinner party, you can be at ease at any of the less formal dinners or luncheon parties. Imagine, therefore, that you have been invited to a formal dinner at the Embassy or at the home of the commander. The appropriate attire will be long dress for the ladies and "white tie" or "black tie" for the men. Be sure to arrive at the precise time indicated and greet the host and hostess upon entering the reception room. There will be a short period prior to the serving of dinner to allow the guests to become acquainted and to be served refreshments. During this time you should examine the seating chart to determine your dinner partner and the location of your places at the table. Occasionally you will find in the entrance hall an envelope with your name on the outside; in it you will find the name of your dinner partner, who is the woman to be seated at your right. The host or hostess will introduce you to the guests of honor and to your dinner partner, if you have not met her. If you are already acquainted with your dinner partner, be sure to greet her prior to dinner. When the serving of dinner is announced to the hostess, the host and the ranking woman guest proceed to the dining room, followed by the other guests in pairs with no order of precedence, with the hostess and the ranking male guest being the last to enter. Should a high-ranking officer or other dignitary be present, however, the hostess and the dignitary enter the dining room first followed by the host and the ranking woman guest. Before joining the line of guests, offer your right arm to your dinner partner and escort her to the line of guests proceeding to the dining room. Your places will be marked by individual place cards in front of each setting. When you have found your seats, assist your partner with her chair by sliding it away from the table and then adjusting it to her satisfaction. Do not take your seat until all the ladies and senior male guests have been seated. Once seated, you should engage

in conversation, first with your dinner partner, and later with the woman to your left and with the other guests nearby. At the conclusion of any dinner party, the hostess will rise, which is the signal for the men to rise promptly and assist their dinner partners in rising from their chairs.

#### The Informal Dinner.

You will, of course, attend many more informal dinners than semiformal or formal dinners. You should wear coat and tie (a suit if so specified) unless a more informal dress is specifically prescribed, such as for a barbecue. You are expected to observe all rules of etiquette as you would for the more formal occasions. If the host does the serving, you should assist in passing plates when necessary. The woman sitting farthest from the host takes the first plate, the remaining guests are served successively, and the host serves himself last. If serving dishes are passed, ensure that the lady to your right helps herself before you serve yourself. Hold large dishes to assist her when you can. If a servant serves you will be served from your left. When the main course is finished and the table is being cleared for dessert, give only as much assistance as the hostess desires. It is never expected that the male guest will rise from the table to assist the hostess. The plates are never to be stacked while assisting in clearing the table. After dessert, coffee may be served either at the table or in the living room. At some informal dinners, coffee is served during the meal. Smoking is permitted only if ashtrays have been provided and upon signal from the hostess.

#### Buffets.

The informal buffet supper or luncheon is a popular manner of entertaining a large number of guests. When dining buffet fashion, the guests are invited to serve themselves from food that is placed on a buffet table or dining table. After serving their plates, the guests normally seat themselves individually in the living room and other rooms where card tables or small, individual folding tables or trays may be provided; otherwise, the guests must balance the plates on their knees. At a "sit-down" buffet, the guests merely serve themselves at a buffet table and then take their places at the dinner table, as designated by the hostess or by place cards.

When the hostess announces the serving of the supper or lunch, you should join the other guests and form a serving line. Normally the ladies precede the men and serve themselves first. At a "sit-down" buffet, the gentlemen in line should be alert to assist the ladies, after they are served, in seating themselves at the dinner table. On approaching the buffet table, you will find your dinner plate and, for the normal buffet, your silver and napkin. You are expected to serve your own plate from the serving dishes by using the serving fork and spoon provided for each dish.

Table etiquette for the "sit-down" buffet is, of course, the same as for other informal dinners. For the normal buffet, you must conform as closely as possible to manners prescribed for the dining room. A point to remember is to refrain from eating until the ladies in your group begin. The hostess or servants at either type of buffet may pass the serving dishes and beverages for second helpings and may serve dessert and coffee. When they are serving at the normal buffet you should assist them, as appropriate; however, do not embarrass the hostess by being overly helpful while she is serving your group or by conspicuously being helpful in other ways, such as carrying used tableware to the kitchen. The hostess would appreciate such assistance only from close friends among the ladies present. At either type of buffet, the gentlemen are expected to ensure that the ladies, once seated, are not required to rise in order to serve themselves again unless, of course, they prefer to; the gentlemen are always solicitous to ensure that the ladies have second servings, if desired, of wine, coffee, or whatever beverage is served. Also, they should get dessert for the ladies unless the dessert is served by the hostess or a servant.

When guests seat themselves individually in the living room, the gentlemen should seat themselves beside a lady other than their wives and engage the lady in conversation as if she were his dinner partner at a sit-down dinner.

#### Seating Arrangements and Precedence.

The Army wife must know the rules of seating arrangements with their peculiarities of precedence. Customarily at informal mixed dinners and luncheons, the senior ranking man sits at the right of the hostess, with his wife seated at the right of the host. But for more formal occasions which are governed by protocol, the senior ranking man is seated at the right of the hostess and the senior ranking lady is seated at the right of the host. (The senior ranking lady may be a congresswoman, an Army nurse, or another female officer, and not the wife of the senior ranking man.) The second ranking man is then seated at the left of the hostess and the second ranking woman is at the host's left. The third ranking woman sits at the right of the man of the highest rank, and the fourth woman is at the left of the man of second rank. Under this arrangement a hostess may find that a man would be seated alongside his wife, and because this situation is not ordinarily allowed to exist, the wife should be seated elsewhere. It is also customary for the host and hostess to sit opposite each other, either at the ends of the table, at the center of a long table, or on the diameter of a round table. An equal number of men and women at the table may result in the seating of women at the outside places on one of the sides. This situation may be avoided by setting places at each end of the table, even though this positioning may cause some overcrowding.

Plans 1A and 1B (figure 3), with numbers indicating precedence, will show the customary arrangements, with Plan 1A the normal dinner or luncheon plan, and Plan 1B usually employed at large official dinners. Small dinners for 6 or 10, 14 or 18, etc., are easily arranged, with the host and hostess sitting opposite each other, and married couples separated, each sitting with other guests. Women will not be seated at the outside places when the aforementioned numbers of guests are at the table. However, any multiple of 4—such as tables of 8, 12, 16, etc.—means that when an equal number of men and women are present, the host and hostess cannot sit opposite each other without placing 2 men or 2 women together. When this situation arises, the hostess may relinquish her position at the end of a rectangular table and move one seat to the left, placing the male guest of honor opposite the host. When one couple is not married, they will sit side by side as in Plan 2A (figure 3). When all couples are married follow Plan 2B.

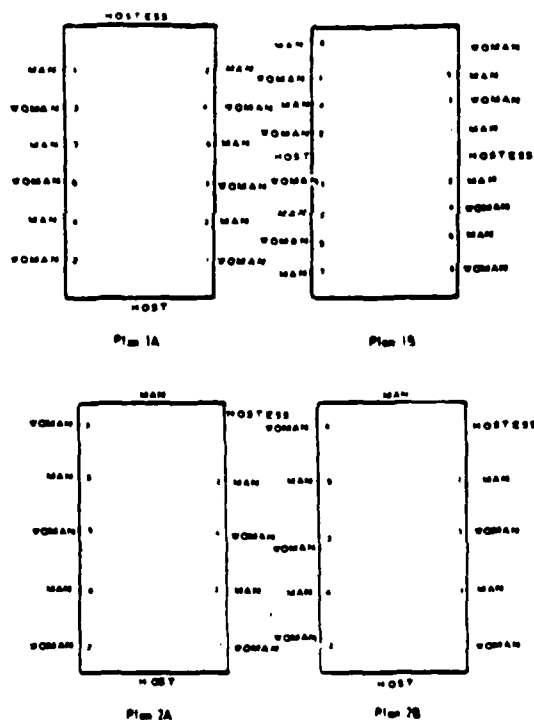


Figure 3. Seating plans.

At non-official occasions, precedence is determined by the prominence of the guests, their ages, and degree of friendship. In civilian life, age receives deference, as does professional and scholastic achievement.



In official life, strict protocol dictates governmental, ecclesiastical, and diplomatic precedence, which has been established by international agreement. A younger official will precede an older official if the office of the former is in a higher echelon. A younger military officer precedes an older military officer if the former's rank is higher. The seniority of the governmental office is determined according to the founding date of the office. The seniority of the military officers of the same or equivalent grade is determined by date of rank. When a person is asked to be a guest of honor at a dinner or luncheon, he might not be seated in the ranking position at the table unless his rank justifies it, or unless the highest ranking guest concedes his position. When ambassadors and very high ranking guests are present, guests are seated according to precedence, even though the guest of honor is subsequently seated down the table. When guests with no official rank are present at an official dinner or luncheon, their places at the table are determined by age, prominence, linguistic ability when foreigners are present, and congeniality. After the seats of guests of honor and top officials have been determined, nonranking guests are placed between those of official rank in the most congenial way for all concerned.

Officers' spouses are accorded precedence according to the officer's date of rank, unless they hold official positions themselves. All retired Army officers rank after active officers of the same grade.

Should you be stationed in Washington or abroad and have questions relative to diplomatic precedence, consult the Foreign Liaison Section at Department of the Army or the Protocol Section of the American Embassy, respectively. Most Army installations have visitor bureaus or protocol sections capable of resolving the great majority of questions relevant to protocol matters.

#### SOCIAL CORRESPONDENCE

There are definite rules that should be observed in regard to social correspondence. Although there are many forms of social correspondence, those with which you will be concerned most frequently include invitations and acknowledgements, thank you notes, acknowledgement of courtesies, messages of condolence, and calling cards.

#### Invitations and Replies.

Invitations and acknowledgements may be either informal or formal. Informal invitations may be delivered in person, by telephone, by handwritten letter, informal card, or on a calling card enclosed in a matching envelope. Replies to all informal invitations, except the handwritten letter, may be made by telephone, calling card, or a handwritten letter. An informal handwritten letter is the proper

reply except when the host's telephone number appears on the invitation along with the RSVP. The handwritten informal invitation should be done using personal writing paper. It should be brief, but must include all essential information. For example:

507 Miller Loop  
Fort Knox, Kentucky  
11 July 1985

Dear Lieutenant Williams,

Major Hanson and I have as our house guest Miss Joanne Wilson, who is the daughter of one of our closest friends and who attends Smith College.

We are asking several officers for dinner and dancing at our quarters on Saturday, the twenty-first at seven o'clock. We sincerely hope you can join us. Dress is informal.

Cordially,

Gloria Hanson

You should reply within 24 hours in the same handwritten form.  
For example:

Company C  
Center School Brigade  
US ARMY ARMOR CENTER  
Fort Knox, Kentucky  
12 July 1985

Dear Mrs. Hanson,

I am delighted to accept your kind invitation for dinner at your quarters on Saturday, the twenty-first at seven o'clock.

I am looking forward to meeting Miss Wilson and her friends. Thank you for including me.

Sincerely,

John Williams

When you reply is a regret, you must give a reason such as "out of town," "previous engagement," or "scheduled duties." For example:

Company C  
Center School Brigade  
US ARMY ARMOR CENTER  
Fort Knox, Kentucky  
12 July 1985

Dear Mrs. Hanson,

I appreciate your invitation to dinner on Saturday, the twenty-first, but unfortunately I am not able to accept because of a previous engagement.

It was very kind of you and Major Hanson to include me, and I regret that I will not have the opportunity to meet Miss Wilson and her friends.

Sincerely,

John Williams

Note. In addressing the envelope, be sure you refer to Mrs. Hanson as "Mrs. John B. Hanson," not "Mrs. Gloria Hanson."

Informal invitations may be sent on calling cards; likewise, your acceptance or regret of an invitations may be made on your calling card. For example:

As in the case of informal invitations, you must reply promptly. Your reply must be handwritten, in the third person, on the first page of white or cream colored stationery, and must follow the wording and format of the invitation. Should your reply be a regret, it should be similar to the following example:

Major and Mrs. John Bill McBain  
regret that because of a previous engagement  
they will be unable to accept  
the kind invitation of  
Colonel and Mrs. Smith  
for Tuesday the fourth of September

Thank You Notes.

People in moderate circumstances are not expected to return all entertainment extended them by their seniors; however, the acknowledgement of those courtesies is mandatory. A "thank you" note will suffice in most cases. There may be times when dinner invitations will be offered for a special reason, e.g., you are a bachelor stationed overseas and are invited for Thanksgiving or Christmas dinner. At these times the most courteous and appropriate gesture is to send flowers with a "thank you" note to the hostess, particularly when you are in no position to entertain the host and hostess in return. It is obligatory to send a gift and "thank you" note to a hostess after spending the night or more as a guest in her home. The following note illustrates the proper form to be used after being entertained at dinner.

Company C  
Center Schol Brigade  
US ARMY ARMOR CENTER  
Fort Knox, Kentucky  
12 July 1985

Dear Mrs. Jones,

Thank you for a delightful evening spent at your quarters last Tuesday.

It was a pleasure to see you both and enjoy your warm hospitality. I was fortunate indeed to meet the charming young ladies present and to share your delicious dinner in their company.

With my thanks again for including me along with my warmest wishes for you and Colonel Jones.

Sincerely,

### Acknowledging Courtesies.

Whenever someone has been kind enough to extend his hospitality and has included you in his social plans, you are expected to acknowledge this courtesy and reciprocate by extending a similar courtesy. Seniors, particularly senior officers, realize that the young couple or young bachelor cannot entertain in their fashion, and it is not necessary to do so. The essential point is to reciprocate in a sincere, if modest, way that reflects your true appreciation for the courtesies received. There are many means by which this can be accomplished, such as a cocktail party or an informal lunch or dinner. It is normal for several young couples or a group of bachelors to join in giving a cocktail party. Another means is to send flowers or an appropriate gift, including a note of thanks on your calling card. The method chosen to acknowledge the courtesy is not as important as the acknowledgement itself.

### Expressions and Acknowledgement of Sympathy.

There are several ways to express sympathy to an acquaintance on the loss of one of his immediate family. The key point to remember here is that a handwritten note of sympathy carries a more personal message than a sympathy card with a stereotyped message.

Company C  
Center School Brigade  
US ARMY ARMOR CENTER  
Fort Knox, Kentucky  
12 July 1985

Dear Mrs. Black,

I have just heard the sad news concerning the death of your husband, and I want you to know that you have my deepest sympathy. He was a good friend, and I shall never forget his kindness.

I shall be in Atlanta in the near future and hope that I may visit you while I am there.

Sincerely,

Joseph A. Brown

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**\*\* Acknowledgement \*\***

This chapter has been constructed from a Ft Benning text entitled "Customs and Courtesies of the Service." It has been updated and altered to reflect the Armor Schools needs.

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# CHAPTER 4

## MILITARY JUSTICE



"AN ARMY IS A COLLECTION OF ARMED MEN OBLIGED TO OBEY ONE MAN. EVERY CHANGE IN THE RULES WHICH IMPAIRS THE PRINCIPLE...WEAKENS THE ARMY."

— W. T. Sherman  
1820-1891

## MILITARY JUSTICE AND LEGAL MATTERS

(Provided by the Legal Assistance Officer, Ft Knox, Ky., 1985)

Unfortunately, all your soldiers will not be perfect angels. (They wouldn't be in the Army if they were). So there will be times where you will have to exercise some of your punitive powers. Be careful! The commander carries with him more power than you might imagine. Exercise this power fairly and judiciously.

Good leadership tools such as: "extra-training," pulled "Pass Privileges", or even a "talking to" may do the trick. The most important thing to remember is that you always need to have your "stuff" in one bag! To do this you should have complete counseling records on each soldier, both good and/or bad counseling included. These can be made once a week or once a month or daily. But your whole chain of command must get involved. That way if you do go to court martial with one of your soldiers you will have a solid record of his performance over a long period. This will also help you pick out soldiers who are having problems and need personal counseling by you or a chaplain!

In any case you should always support your NCO's and listen closely to their recommendations, they know their soldiers better than you.

## MILITARY JUSTICE AND LEGAL MATTERS

I. The Court-Martial System - The goal of the courts-martial system is to achieve justice. As are all criminal courts, court-martials are adversary proceedings. Lawyers representing the government and the accused vigorously present the facts, laws, and arguments that are pertinent to their side following the rules of procedure and evidence. Based on these presentations, a military judge decides the questions of law and members of the jury listen and decide questions of fact. Only a court-martial can determine the ultimate question of innocence or guilt. Any court-martial conviction is a Federal Court conviction.

### II. Types of Courts-Martial:

A. Summary Court-Martial - The summary court-martial is a one-man court designed to handle relatively minor crimes. It has simplified procedures; and the maximum punishment is limited to confinement at hard labor for one month, forfeiture of two-thirds pay for one month, and reduction in grade. Confinement may only be given to E-4's and below. An accused may not be tried by a summary court-martial over his objection but the Commander may then consider trial by a higher court-martial.

B. Special Court-Martial - A special court-martial consists of at least three members, a trial counsel, and a defense counsel. The defense counsel must be a qualified lawyer. A military judge may be appointed for the trial. The maximum sentence is confinement to hard labor for 6 months and reduction to the lowest enlisted grade. In some instances the sentence may also include

a bad conduct discharge. The commander may wish to consider this in making his recommendations for trial because only a GCM convening authority can convene a BCD special court-martial.

C. General Court-Martial - The general court-martial tries the most serious offenses. It consists of at least 5 members, a trial counsel, a defense counsel and a military judge. The counsel must be qualified lawyers. A formal investigation (Artical 32) must be conducted before the case may be tried by a general court-martial. The general court-martial may adjudge the most severe sentences authorized by law, including dishonorable discharge. In both general and special courts-martial, an accused may request that at least one-third of the total membership of the court be enlisted personnel.

D. Reviews and Appeals

1. Reviews - Every court-martial conviction is reviewed by the convening authority who must approve or disapprove the result of the trial. The Staff Judge Advocate will also review Summary and Special Courts-Martial and will advise the convening authority on his review. All general courts-martial are reviewed by the Judge Advocate General or the Court of Military Review.

2. Appeals - The accused may appeal his conviction to the Judge Advocate General under provisions of Article 69, UCMJ. The accused may also appeal his conviction by a general court-martial or special court-martial (Bad Conduct Discharge) to the court of Military Review and the court of Military Appeals.

E. Disposition of Offenses - The Company Commander is responsible for both enforcing the law and protecting the rights of the individual soldier. The discipline and morale of his men may depend on how wisely he exercises his authority. He should remember that many basic rights are guaranteed by our Constitution.

III. Nonjudicial Punishment.

A. General

A Commanding Officer may impose nonjudicial punishment upon military personnel under his command to include commissioned officers, warrant officers and enlisted personnel under Article 15, Uniform Code of Military Justice. This generally includes attached as well as assigned personnel.

B. Offenses Punishable Under Article 15

The individual to be punished must have committed an offense in violation of UCMJ, that is, the offensive conduct must have in fact been a crime. The offense committed must also be of a minor nature for nonjudicial punishment to be appropriate. Due regard should be given to all circumstances surrounding the offense and equally important is the personal history of the offender.



### C. Procedure

Before taking action under Article 15, UCMJ, the Commanding Officer must satisfy himself on the following Items: (1) That the alleged misconduct actually occurred (2) That the misconduct was an offense (3) That an Article 15 is appropriate in view of the soldier's past performance. The Commanders investigation to satisfy the above must be done with deliberate speed and accuracy.

### D. Notice of Intent to Impose Article 15 Punishment

The commander, after his preliminary investigation, must notify the serviceman of his intent to impose Article 15 punishment. This notification may be done by a subordinate officer or NCO. An NCO, if used, must be E-7 or above and should normally be the First Sergeant. This notification will include a brief statement of the Offense(s) charged in terms which the soldier can understand. The soldier must be informed of his rights to fully present his case in the presence of the officer who intends to impose punishment, to talk with a judge advocate concerning the Article 15, to call witnesses to present evidence and that he has the right to request a hearing open to the public. The soldier must be given reasonable time to consult with a lawyer to decide whether he will demand trial by court-martial.

### E. Imposition of Punishment

A Field Grade Article 15 may include greater punishment than a Company Grade Article 15 and therefore should be considered when reviewing the soldiers past performance. A Field Grade Article 15 may not be administered for misconduct previously punished by a Company Grade Article 15. (Double Jeopardy). Additionally, an offender subject to UCMJ who has been tried in a civil court will not be punished under Article 15 for the same act. The Company Commander must be aware of certain limitations on punishment. Any forfeiture imposed must be based upon the grade to which the offender is reduced (if applicable) and not upon his original grade. In no case can restriction and extra duties be combined with correctional custody. Nor can the period of restriction exceed the period of extra duty if the two are combined. The officer imposing the punishment will personally announce the punishment to the offender. At this time, the officer imposing punishment may explain any factors considered in arriving at the announced punishment and he then explains the offender's right to appeal and explain how to do so. Care should be taken to ensure that the punishment is fully understood, i.e. the exact limit of restriction, etc.

### F. Command Responsibilities After Imposition

The full effectiveness of any Article 15 is possible only when the Commander is aware of his power of clemency and of his responsibilities available to the Commander. He can suspend, mitigate, remit or set aside punishment if he concludes that it is warranted by the circumstances of the case. These powers give the commander an effective means of rehabilitating

the offender that may more often be more valuable than his mere power to punish.

#### G. Appeals

Every soldier who receives an Article 15 has the right to appeal the punishment. This soldier does not conflict with his "consent" to the Article 15 for the "consent" to an Article 15 is not an admission of guilt but merely a waiver of his right to demand a trial. Appeals should be submitted promptly because delays will undermine the military justice system and may deprive the soldier of his rights. The next superior commander, to whom the appeal is addressed, can approve or reduce the imposed punishment but cannot increase it. While an appeal is pending, the soldier can be required to undergo the punishment imposed. If the appeal is not acted upon within five days of submission, punishment involving restriction, extra duty or correctional custody must be postponed until the appeal is acted on.

#### H. Publication of Results

In order to be effective, the system of military justice must not only function properly but must also be visible to soldiers. The 1SG or Commander should announce the disposition of all cases involving nonjudicial punishment either orally at formation or by posting on the unit bulletin board. This posted announcement should be left in place for 7 days following the imposition of punishment. The commander, at times, must consider if to make this announcement public is an impairment to the job and or leadership effectiveness of the individual concerned.

#### IV. Summarized Article 15

In addition to the above, a Commander may also impose a summarized Article 15. This type of Article 15 is intended to correct very minor misconduct. The maximum penalty is a reprimand or admonition, 14 days extra duty and 14 days restriction. It is intended to be informal. As such the form itself is normally completed by writing rather than typing.

#### V. Filing of Disciplinary Actions.

A. Summarized Article 15's are filed in the unit files for two years or until the service member PCS's. There is no permanent record made.

B. Company and Field Grade Article 15's may be filed in either the performance or restricted file of a soldier's OMPF. If filed in the restricted file, the copy in the field file will be removed two years from the date or upon the soldier's PCS. There will be no permanent public record.

## VI. Non-Punitive Disciplinary Measures Available to Commanders

### A. General

Commanders are responsible for the maintenance of discipline within their commands; that goes without saying. In the majority of instances, discipline can be maintained through effective leadership. This includes both the use of nonjudicial or punitive procedures along with the use of nonpunitive measures. It is imperative that commanders at all levels, but particularly at company level, understand the nonpunitive disciplinary measures available to them. It must be understood that these measures do not in any way relieve them of their professional obligation to make good soldiers out of bad ones and their sometimes required use of UCMJ actions. There are a variety of nonpunitive or administrative actions which may be more appropriate than punitive procedures in the cases of minor misconduct or inefficiency. These measures should be considered when the goal is to rehabilitate rather than punish. The listings which follow are "tools" by which the unit commander may rehabilitate and discipline his soldiers without resorting to UCMJ action. The authority for nonpunitive measures are as follows:

Authority:           Paragraph 3-4, AR 27-10  
                      Paragraph 12a, UCMJ  
                      Paragraph 2-2, DA Pam 27-18  
                      Paragraph 8-2, FM 27-1  
                      Paragraph 5-4, 5-6, 5-8, AR 600-200

## VII. Policy On Corrective and Disciplinary Measures

- A. Minimum amount of correction consistent with good order and discipline.
- B. Focus on individual, not offense (exception is unusually serious crimes, i.e., murder, rape, robbery).
- C. Suggested "corrective" stepladder.
  - 1. Oral counseling.
  - 2. Limits on priveleges.
    - a. Pass (AR 630-5).

- b. Civilian clothing.
  - c. Other.
- 3. Extra training.
- 4. Formal counseling.
- 5. Letter of reprimand
  - a. Administrative.
  - b. Punitive.
- 6. Adverse EER.
- 7. Revocation of security clearance.
- 8. MOS reclassification.
- 9. Administrative reduction for inefficiency.
- 10. Nonjudicial punishment (Art 15).
- 11. Rehabilitative transfer.
- 12. Bar to reenlistment.
- 13. Administrative elimination.
- 14. Courts Martial.
  - a. Summary.
  - b. Special.
    - (1) Regular.
    - (2) BCD.
  - c. General.

VIII. Administrative Letters of Reprimand or Admonition (AR 600-37)

A. Grounds

- 1. Substandard leadership ability.
- 2. Substandard promotion potential.

3. Morals.
  4. Integrity.
- B. Authority to give letters of reprimand
1. For enlisted members for filing in the MPRJ.
    - a. Any commander in respondent's chain of command.
    - b. Any General Officer.
  2. To warrant officers or commissioned officers for filing in the MPRJ.
    - a. Any commander in respondent's chain of command.
    - b. Rater, intermediate rater, or senior rater.
    - c. Any General Officer senior to the respondent.
  3. To any service member for filing in the OMPF.
    - a. Any General Officer senior to the respondent.
- C. Procedures
1. Prepare military letter (with attachments if necessary). Must include statement that it has been imposed as an administrative measure and not as punishment under Article 15.
  2. Serve copy on respondent.
  3. Have respondent sign acknowledgement indicating desire concerning rebuttal.

(Note. If respondent refuses to sign acknowledgement a statement indicating that fact must be added.)
  4. Review rebuttal and forward to MILPO.
- D. Appeals
1. Letters filed in OPMF. (By letter to DA Suitability Evaluation Board.)
  2. Letters filed in MPRJ.
    - a. Removed by law.

- (1) 3 years from date of letter.
- (2) Reassignment to another GCM jurisdiction.

b. Appeals.

- (1) GCMA.
- (2) Person that directed letter be filed in MPRJ.

IX. Reduction for Inefficiency (AR 600-200, para 8-4 thru 8-10).

A. Purpose.

B. Grounds.

1. Inefficiency - Demonstration of characteristics which show the person cannot perform the duties and responsibilities of the grade and MOS.
2. Misconduct bearing on efficiency.
3. Long standing unpaid personal debts for which he has not made a reasonable attempt to pay.

C. Reduction authority.

1. E-2 to E-4 CPT/Company Commander
2. E-5 to E-6 LTC/Battalion Commander
3. E-7 to E-9 COL/Brigade Commander

D. Procedure.

1. SM must have been in same unit with same commander for 90 days.
2. Commander requesting reduction must present documents to reduction authority. (Documents must show a pattern of inefficiency; isolated incident is not sufficient.)
3. Inform SM in writing of the reasons for the action.
4. SM acknowledges receipt of letter and submits rebuttal if desired.
5. E-4 and below may be reduced without board.
6. E-5 and above have right to appear before a board. (SM has right to legally qualified defense counsel at board.)

E. Appeal

1. To GCMCA.
2. Must be made within 30 days.
3. Action on appeal is final.

X. Investigating Officers and Boards of Officers (AR 15-6)

A. Purpose.

B. Types.

1. Formal.

a. Members

- (1) President
- (2) Recorder
  - (a) Nonvoting if designated by letter of appointment.
  - (b) If not designated by letter of appointment the junior member acts as a recorder and may vote.
- (3) Legal advisor (nonvoting).
- (4) Technical advisor.
- (5) Other nonvoting members.
- (6) Respondent.
- (7) Counsel for respondent.

2. Informal

Investigating officer.

3. Appointment authority.

- a. Any commander.
- b. Principal staff officer of GCMCA.

4. Appointment.

- a. Authority.
- b. Purpose.
- c. Scope.
- d. Nature of findings and recommendations required.
- e. Method.

(1) Informal (oral or written).

(2) Formal (written or oral; confirmed by written).

5. Procedure.

6. Report.

XI. Administrative Eliminations (AR 635-200)

A. Introduction

B. Separation for the Convenience of the Government (Chap 5)

1. Sole surviving sons or daughters and surviving family members (para 5-4).
2. Inability to perform prescribed duties due to parenthood (para 5-8).
3. Personality disorder (para 5-13).
4. Concealment of arrest record.

C. Separation Because of Hardship or Dependency (Chap 6)

1. Eligibility

a. Separation will be granted when the following conditions exist.

- (1) Conditions have arisen or have been aggravated to an excessive degree since entry on AD.
- (2) Conditions are not of a temporary nature.
- (3) Every reasonable effort has been made by the SM to alleviate the dependency or hardship conditions without success.
- (4) Discharge or release from active duty is the only readily available means of eliminating or materially alleviating the dependency or hardship conditions.

b. Definitions

- (1) Dependency - when because of death or disability of a member of the enlisted person's family, other members of the family become principally dependent upon the SM for care or support.
- (2) Hardship - separation from the service will materially affect the care or support of the SM's family by alleviating undue and genuine hardship. This may include parenthood of married women and sole parents. This does not include circumstances involving death or disability of member of the SM's family.

2. Procedure

- a. SM submits application to commander. Application should include.



- (1) A personal request for separation explaining the nature of the hardship and what the SM intends to do to alleviate the hardship condition.
  - (2) An affidavit or statement by or on behalf of the SM's dependent substantiating the dependency or hardship claim.
  - (3) Affidavits by at least two agencies or individuals, other than the enlisted person's family, substantiating the dependency or hardship claim.
- b. Forward to approval authority.
3. Separation Authority: SPCMCA.
  4. Discharge
    - a. Entry level separation.
    - b. Honorable.
    - c. General.
- D. Defective Enlistments and Inductions (Chap 7)
1. Minority (Sec II)
  2. Erroneous Enlistment, Reenlistment, or Extension (Sec III)
  3. Defective or Unfulfilled Enlistment or Reenlistment Agreements (Sec III)
  4. Fraudulent Entry (Sec IV)
- E. Pregnancy (Chap 8)
1. SM must receive counseling.
  2. Type of discharge.
    - a. Entry level separation.
    - b. Honorable.
    - c. General
  3. Discharge Authority

- a. SPCMCA
  - b. O5 Commander with legal advisor available
- F. Drug and Alcohol Abuse (Chap 9)
- 1. Eligibility
    - a. SM is entitled to an exemption under AR 600-85.
    - b. SM's commander, in consultation with the rehabilitation team, has determined that the SM is a rehabilitative failure.
      - (1) No minimum time period.
      - (2) Grounds: inability or refusal to participate in, cooperate in, or successfully complete rehabilitation program.
  - 2. Procedure
    - a. Commander prepares letter to discharge authority.
    - b. SM is given letter and informed of right to consult with counsel.
    - c. Receive SM's rebuttal, if any, and forward to discharge authority.
    - d. Notify member of final decision.
  - 3. Discharge: Honorable or General.
  - 4. Separation Authority
    - a. SPCMCA
    - b. O5 Commander with a legal advisor available.
- G. For the Good of the Service (Chap 10)
- 1. Eligibility
    - a. Charges preferred which authorize the imposition of a BCD or DD.
    - b. Admission of guilt of offense or lesser included offense.

2. Procedure

- a. Accused must have an opportunity to consult with counsel for consultation.
- b. Request for discharge must be voluntarily made. SM must admit guilt of the offense or lesser included offense which also authorizes a punitive discharge.
- c. If accused requests physical must also have mental status evaluation.
- d. Request is forwarded through chain of command to GCMCA. (Each commander must recommend approval or disapproval and type of discharge.)
- e. Trial continues.

3. Effect

- a. Before trial: no conviction.
- b. Post trial: GCMCA may approve conviction and discharge.

4. Withdrawal of request

- a. Before trial: Only with permission of GCMCA.
- b. After trial: accused may withdraw request without consent of GCMCA if:
  - (1) Acquitted; or
  - (2) No punitive discharge is adjudged.

5. Separation authority: GCMCA.

6. Discharge

- a. Honorable
- b. General
- c. Other than Honorable

H. Entry Level Separation and Conduct (Trainee Discharge Program) (Chap 11)

1. Eligibility

- a. Voluntarily enlisted.
- b. No more than 180 days AD.
- c. SM has demonstrated that he/she is not qualified for retention for one of the following reasons:
  - (1) Cannot or will not adapt socially or emotionally to military life.
  - (2) Cannot meet the minimum standards prescribed for successful completion or training because of lack of aptitude, ability, motivation, or self-discipline.
  - (3) Has demonstrated character and behavior characteristics incompatible with satisfactory continued service.
- d. Has failed to respond to counseling.

2. Procedure

- a. Notification procedure (see Section VIII).

3. Separation Authority: SPCMCA  
05 Commander with Legal Advisor available

4. Separation: Entry level separation -uncharacterized

I. Unsatisfactory Duty Performance (Chap 13)

1. Eligibility

- a. Any enlisted service member whose duty performance is found to be unsatisfactory.
- b. Prerequisites
  - (1) Counseling
    - (a) Reason for counseling
    - (b) Continued behavior of a similar nature may result in elimination action.
  - (2) Grounds
    - (a) A service member will be discharged for unsatisfactory duty performance when it is clearly established.

1. In the commander's judgment, the member will not develop sufficiently to participate satisfactorily in further training and/or become a satisfactory soldier, or
2. The seriousness of the circumstances is such that the member's retention would have an adverse impact on military discipline, good order, and morale, and
3. It is likely that the member will be a disruptive influence in present or future duty assignments, and
4. It is likely that the circumstances forming the basis for initiation of separation proceedings will continue or recur, and
5. The ability of the member to perform duties effectively in the future, including potential for advancement or leadership, is unlikely, and
6. The member meets retention medical standards (AR 40-501). See paragraph 1-34.

(b) This chapter may also be used to discharge pregnant servicemembers when the substandard duty performance is not caused by the pregnancy.

(3) Procedure

(a) Notify SM of intent to initiate elimination action.

1. SM has right to counsel for consultation.
2. SM has right to request board of officers and legally qualified counsel for representation if more than six years in service.

(b) Forward file to separation authority.

(c) Separation authority

1. O5 Commander that has legal advisor available when notification procedures are used or board is waived.

2. SPCMCA in all other cases and when SPCMCA has withheld separation authority from O5 commanders.

J. Misconduct (Chap 14)

1. Eligibility

- a. Any enlisted member may be discharged for misconduct.
- b. Types of misconduct are:
  - (1) Conviction by civilian court.
    - (a) Crimes punishable by 6 months or more CHL.
    - (b) Equivalent offense under the UCMJ would authorize a punitive discharge.
  - (2) Other acts or patterns of misconduct.
    - (a) Minor disciplinary infractions.
    - (b) A pattern of misconduct.
      1. Discreditable involvement with civilian or military authorities.
      2. Conduct prejudicial to good order and discipline. This includes conduct which violates accepted standards of personal conduct found in the UCMJ, Army Regulations, the civil law, and time honored customs and traditions of the military.

2. Procedure.

- a. Notification to SM of intent to recommend discharge for misconduct.
  - (1) SM has right to consult counsel.
  - (2) SM has right to request board hearing.
  - (3) SM has right to legally qualified counsel for representation.
- b. Forward to GCMCA.
- c. GCMCA action.

- (1) Disapprove.
- (2) Direct separation if board waived.
- (3) Convene board.
  - (a) Hearing.
  - (b) Recommendation.
  - (c) Review.
  - (d) GCMCA action.
- (4) Separation authority:
  - (a) GCMCA
  - (b) SPCMCA when;
    1. Separation is for minor disciplinary infractions or a pattern of misconduct and notification procedures were used.
    2. An administrative separation board recommends entry level separation or separation with an honorable or under honorable conditions discharge and the GCM commander has authorized the exercise of this separation authority.
- (5) Discharges
  - (a) Honorable;  
not authorized unless the member's record is so meritorious that any other characterization would be inappropriate.
  - (b) General;  
only if merited by the SM's overall record.
  - (c) Other than Honorable.
  - (d) Entry level separation - uncharacterized.
    1. When character of service under other than honorable conditions is not warranted for SM in entry level status.

K. Homosexuality (Chap 15)

1. Eligibility

- a. Engaged in, attempted to engage in, or solicited another to commit a homosexual act unless there are approved further findings that:
- (1) Such conduct is a departure from the member's usual and customary behavior.
  - (2) Such conduct under all circumstances is unlikely to recur because it is shown, for example, that the act occurred solely as a result of immaturity, intoxication, coercion, or a desire to avoid military service.
  - (3) Such conduct was not accomplished by use of force, coercion, or intimidation by the member during a period of military service.
  - (4) Under the particular circumstances of the case, the member's continued presence in the service is consistent with the interest of the service in proper discipline, good order, and morale; and
  - (5) The member does not desire to engage in or intend to engage in homosexual acts.
- b. SM has stated that SM is a homosexual or bisexual unless there is a further finding that the member is not a homosexual or bisexual.
- c. The SM has married or attempted to marry an individual of the same sex.

2. Procedure.

- a. Investigate.
- b. Prepare report to SPCMCA or GCMCA that there is probable cause for separation.
- c. Inform respondent.
- (1) Right to consult counsel.
  - (2) Right to board hearing.
  - (3) Right to legally qualified counsel for representation.



- d. Forward report and respondent's reply to SPCMCA/GCMCA.
- e. SPCMCA/GCMCA action.
  - (1) Disapprove recommendation.
  - (2) Direct discharge if board waived.
  - (3) Convene board if requested.
    - (a) Hearing.
    - (b) Recommendation.
    - (c) Review.
    - (d) Action.
  - (4) Separation authority.
  - (5) Discharge Authority.
    - (a) SPCMCA.
      - 1. When a discharge under other than honorable conditions would not be authorized.
      - 2. When an administrative separation board recommends entry level separation or separation with an honorable or under honorable conditions discharge and the commander exercising GCM jurisdiction has authorized the exercise of this authority.
    - (b) GCMCA; other situation.
  - (6) Discharge.
    - (a) Honorable or General in most cases.
    - (b) Other than Honorable only if there is a finding that during the current term of service the SM attempted, solicited, or committed a homosexual act;
      - 1. By using force, coercion, or intimidation;  
or

2. With a person under 16 years of age; or
  3. With a subordinate in circumstances that violates customary military superior-subordinate relationships; or
  4. Openly in public view; or
  5. For compensation; or
  6. Aboard a military vessel or aircraft; or
  7. In another location subject to military control pursuant to a finding that the conduct had, or was likely to have had, an adverse impact on discipline, good order, or morale, due to the close proximity of other members of the Armed Forces under circumstances in which privacy cannot reasonably be expected.
3. Separation of personnel denied reenlistment.
- a. As a result of a DA imposed bar to reenlistment.
    - (1) SM must request.
    - (2) Discharge must be accomplished no later than 6 months after date of request.
  - b. As a result of a locally imposed bar to reenlistment.
    - (1) SM must request.
    - (2) Discharge may be requested no earlier than 6 months from date of imposition of bar.
  - c. Discharge: Honorable or Entry Level Separation.
  - d. Discharge authority:
    - (1) O5 commander with legal advisor available.
    - (2) SPCMCA.
    - (3) GCMCA.

XII. Policies and Procedures for Administrative Elimination (Chap 2, AR 635-200)

A. Policies.

1. General Concepts.

- a. Effective employment of resources.
- b. Early identification of potential problem soldiers and counseling, retraining, and rehabilitation of these soldiers.
- c. Elimination of those soldiers who do not demonstrate potential for further military service.

2. Processing goals.

- a. Notification procedures.  
15 days from date of notice to SM.
- b. Administrative board procedures  
50 days from date of notificatiton to SM.

3. Counseling and Rehabilitation Requirements (Chap 1, sec II, AR 635-200)

- a. Counseling.
  - (1) When a SM's conduct or performance may warrant separation action the SM will be counseled by responsible people. This counseling will include:
    - (a) Reason for counseling.
    - (b) The fact that separation action may begin if the conduct continues.
    - (c) The type of discharge that may be given.
    - (d) Each session must be recorded on DA Form 4856-R.
  - (2) Separation Action under the following provisions may not be started until the unit commander has counseled the member concerning the deficiency.
    - (a) Personality disorder (Chap 5).
    - (b) Entry level performance and conduct (Chap 11).

- (c) Inability to perform prescribed duties due to parenthood (Chap 5).
  - (d) Unsatisfactory performance (Chap 13).
  - (e) A pattern of misconduct or minor disciplinary infractions (para 14-12a and b).
- (3) After counseling by the unit commander the SM must be given a reasonable opportunity to overcome the deficiency.

b. Rehabilitation.

- (1) Replacement stream personnel will be reassigned between training companies at least once.
- (2) All others will be reassigned at least once with at least 2 months of duty in each unit. Reassignment should be at least between battalion size units.
- (3) Waiver of counseling and rehabilitation.
  - (a) O5 and above who are battalion (or equivalent) commanders may waive counseling and rehabilitation for Chapter 13 discharges provided the SM has completed at least 6 months but not more than 36 months of continuous active duty on first enlistment.
  - (b) SPCMCA in regards to Chap 13 and GCMCA in regards to Chap 14 may waive counseling and rehabilitation requirements.
  - (c) In any case these requirements may only be waived upon a determination that further duty of the member;
    - 1. would cause serious disciplinary problems or a hazard to the military mission or the member; or
    - 2. would be inappropriate because the member is obviously resisting all rehabilitation attempts or that rehabilitation would not produce the quality of soldier desired by the Army.
- (4) Suspension of Discharge - an approved discharge may be suspended for up to six months.

B. Procedures.

1. Notification Procedure.

a. Process.

- (1) Notify SM in writing of proposed separation.
- (2) Specify provisions authorizing proposed separation.
- (3) Advise SM of effect of proposed separation.
- (4) Receive response of SM and forward packet to separation authority.

b. Rights of SM

- (1) To consult with counsel within a reasonable time (normally 3 days).
- (2) To submit statements on own behalf.
- (3) To obtain copies of documents that will be sent to the separation authority.
- (4) To present case before a board if the SM has more than six years in service.
- (5) To waive all rights. (Failure to respond within 7 days constitutes waiver.)

2. Administrative Board Procedure.

a. Process.

Same as for notification procedure.

b. Rights of SM.

Same as for notification procedures with addition of:

- (1) Request a hearing before an administrative board.
- (2) To present written statements instead of board proceedings.
- (3) To request appointment of a legally qualified military counsel for representation or representation by a military counsel of the SM's choice.

(4) To waive rights.

(5) To withdraw waiver of rights if separation is directed.

### XIII. Miscellaneous.

#### A. Article 138 Complaints (AR 27-14)

##### 1. General.

a. May be made by any member of the armed forces against a Commanding Officer who is a member of the Army.

b. A commander may not restrict the submission of 138 complaints or retaliate against a SM for submitting a complaint.

c. GCMCA is primarily responsible for action on complaint.

##### 2. Procedure.

##### a. Request for redress.

(1) Commander has 10 days to respond. Failure to do so is considered denial.

##### (2) 139 Complaints.

(a) Must be made within 90 days of the discovery of the wrong.

(b) Submitted through immediate commander to GCMCA.

(c) GCMCA investigates and takes appropriate action.

(d) To HQDA for review.

#### B. Article 139 Claims

1. General. Any member of the service may submit a claim for property willfully damaged, destroyed, or wrongfully taken by members of the armed forces.

2. Claim must be submitted within 90 days of incident.

3. Claim is paid by offender, not by Army.

C. Procedure

1. Claim must be submitted in writing to the military unit or organization of the offender or to the nearest military installation.
2. SPCMCA will cause an investigation of complaint.
3. Upon receipt of finding and recommendations of the investigating officer, the SPCMA will take appropriate action.

"ONE OF THE GREAT DEFECTS IN OUR MILITARY ESTABLISHMENT IS THE GIVING OF WEAK SENTENCES FOR MILITARY OFFENSES. THE PURPOSE OF MILITARY LAW IS ADMINISTRATIVE RATHER THAN LEGAL....IN JUSTICE TO OTHER MEN, SOLDIERS WHO GO TO SLEEP ON POST, WHO GO ABSENT FOR AN UNREASONABLE TIME DURING COMBAT, WHO SHIRK BATTLE, SHOULD BE EXECUTED; AND ARMY AND CORPS COMMANDERS SHOULD HAVE AUTHORITY TO APPROVE THE DEATH SENTENCE. IT IS UTTERLY STUPID TO SAY THAT GENERAL OFFICERS, AS A RESULT OF WHOSE ORDERS, THOUSANDS OF GALLANT AND BRAVE MEN HAVE BEEN KILLED, ARE NOT CAPABLE OF KNOWING HOW TO REMOVE THE LIFE OF ONE POLTROON (A SPIRITLESS COWARD)."

---- General George S. Patton

ACRONYM CODE BREAKER

A

AA - Assembly Area  
AA - Antiaircraft  
AAFCE - Allied Forces Central Europe  
AAVP - Army Audio Visual Program  
ABC - Air Battle Captain  
ABN - Airborne  
AC - Active Component  
ACAS - Army Crisis Action System  
ACCB - Air Cavalry Combat Brigade  
ACCHAN - Allied Command Channel  
ACCP - Army Correspondence Course Program  
ACE - Armored Combat Earth Mover/Allied Command Europe  
ACLANT - Allied Command Atlantic  
ACP - Air Contro Point  
ACR - Armored Cavalry Regiment  
AD - Armored Division  
ADA - Air Defense Artillery  
ADC - Area Damage Control  
ADE - Assistant Division Engineer  
ADPE - Automatic Data Processing Equipment  
ADTP - Armywide Doctrine and Training literature program  
AEB - Aerial Exploitation Battalion  
AEW - Aerial Electronic Warfare  
ADF - Automatic Direction Finding  
ADP - Automatic Data Processing  
ADT - Active Duty for Training  
AEC - Area Equipment Compound  
AETIS - Army Extension Training Information System  
AFCENT - Allied Forces Central Europe  
AFNORTH - Allied Forces Nothern Europe  
AFSOUTH - Allied Forces Southern Europe  
AFVID - Armored Fighting Vehicle Identification  
AFV - Armored Fighting Vehicle  
AGI - Annual General Inspection  
AGL - Above Ground Level  
AGOS - Air Ground Operations System  
AH - Attack Helicopter  
AHB - Attack Helicopter Battalion  
AHLO - Attack Helicopter Liaison Officer  
AII - Area of Influence/Interest  
AJOPS - Army Joint Operation Planning System  
ALC - Administrative/Logistics Center  
ALO - Air Liaison Officer/Authorized Level or Organization  
ALT - Alternate  
AM - Amplitude Modulated  
AMB - Ambulance  
ambl - Air Mobile  
AMF - Allied Command Europe, Mobile Forces  
AMIM - Army Modernization Information Memorandum  
Ammo - Ammunition



AMOPS - Army Mobilization and Operations Planning System  
AMSA - Army Maintenance Support Activity  
AMTF - Air Mobile Task Force  
AO - Area of Operations  
AOC - Army Operations Center  
APC - Armored Personnel Carrier  
APDS - Armor-Piercing Discarding Sabot  
APERS - Antipersonnel  
APFSDS - Armor-Piercing Fin-Stabilized Discarding Sabot  
API - Armor-Piercing Incendiary  
APOD - Aerial Port of Debarkation  
APOE - Aerial Port of Embarkation  
AR - Army Regulation  
ARCOM - Army Reserve Command  
ARRAAV - Armored Reconnaissance/Air Assault Vehicle  
Armd - Armored  
ARMR - Army Readiness and Mobilization Region  
ARNG - Army National Guard  
ARSTAF - Headquarters Department of the Army Staff  
ARTEP - Army Training and Evaluation Program  
Arty - Artillery  
AS - Aerial Surveillance  
ASF - Aeromedical Staging Facility  
ASI - Additional Skill Identifier  
ASIC - All Source Intelligence Center  
ASL - Authorized Stockage List  
ASP - Ammunition Supply Point  
ASPS - All Source Production Section  
assy - Assembly  
AST - Administrative Supply Techniques  
AT - antitank/Annual Training  
ATC - Air Traffic Controller  
ATE - Automatic Test Equipment  
ATGM - Antitank Guided Missile  
ATIS - Army Training Information System  
ATP - Ammunition Transfer Point  
auto - Automatic  
AVLB - Armored Vehicle Launched Bridge  
AWTS - Armywide Training Support

B

BAI - Battlefield Air Interdiction  
BBPCT - Blocking, Bracing, Packing, Crating & Tie-down  
BDA - Battle Damage Assessment  
BDE - Brigade  
BEB - Bridge Erection Boats  
BFV - Bradley Fighting Vehicle  
BHD - Breast High Diameter  
BIFV - Bradley Infantry Fighting Vehicle  
BMO - Battalion Maintenance Officer  
Bn - Battalion  
BOC - Battalion Operations Center

BP - Battle Position  
Brg trks - Bridge trucks  
BSA - Bridge Support Area

C

C<sup>3</sup> - Command Control and Communications  
CAA - Combined Arms Army  
cal - Caliber  
CAPSTONE - Wartime Alignment of Reserve Component Units  
CAR - Chief, Army Reserve  
CAS - Close Air Support  
catk - counterattack  
CB - Cloud Bottom  
CCM - Cross Country Movement  
Cdr - Commander  
C-E - Communications-Electronics  
CENTCOM - Central Command  
CEOI - Communications-Electronic Operation Instructions  
CEV - Combat Engineer Vehicle  
CEWI - Combat Electronic Warfare Intelligence  
CFA - Covering Force Area  
CFC - Combined Forces Command  
CFL - Coordinated Fire Line  
cGy - Centi gray (NATO term for "rad")  
CI - Counter Intelligence/Coordinating Installation  
CINC - Commander in Chief  
CINCCFC - Commander in Chief, Combined Forces Command  
CINCENT - Commander in Chief, Allied Forces, Central Europe  
CINCNORTH - Commander in Chief, Allied Forces, Northern Europe  
CINCPAC - Commander in Chief, Pacific  
CINCSOUTH - Commander in Chief, Allied Forces, Southern Europe  
CINCUNC - Commander in Chief, United Nation Command  
CLAMS - Cleared Lane Marking Set  
CLSC - COMSEC, Logistics Support Company  
CM - Centimeter  
CM & D - Collection Management and Dissemination  
CMO - Civil Military Operation  
CMT - Crisis Management Teams  
CNGB - Chief, National Guard Bureau  
CO - Company  
COAX - Coaxial  
COMAIRSOUTH - Commander, Allied Air Forces, Southern Europe  
COMBALTAP - Commander, Allied Forces, Baltic Approaches  
COMCENTAG - Commander, Central Army Group, Central Europe  
COMFOURATAP - Commander, Fourth Allied Tactical Air Force Central  
Europe  
COMLANDSOUTH - Commander, Allied Land Forces, Southern Europe  
COMMZ - Communication Zone  
COMNAVSOUTH - Commander, Allied Naval Forces Southern Europe  
COMMON - Commander, Northern Norway  
COMPASS - Computerized Movement Planning and Status System  
COMSEC - Communications Security

COMSTRIKFORSOUTH - Commander, Naval Striking and Support Forces,  
Southern Europe  
COMTWOATAF - Commander, Second Allied Tactical Air Force, Central  
Europe.  
COMUKADR - Commander, United Kingdom, NATO Air Defense Region  
COMUSKOREA - Commander, United States Forces, Korea  
CONPLAN - Operational Plans in Concept Format  
CONUS - Continental United States  
CONUSA - Continental United States Army  
COSCOM - Corps Support Channel  
CP - Command Post  
CP - Checkpoint  
CP - Contact Point  
CPOC - Corps Personnel Operations Center  
CRC - Control and Reporting Center  
CS - Combat Support  
CSA - Corps Storage Area  
CSH - Corps Support Hospital  
CSM - Command Sergeant Major  
CSR - Controlled Supply Rate  
CSS - Combat Service Support  
CT - Cloud Top  
CTOC - Corps Tactical Operations Center  
CTT - Corps Terrain Team  
CU - Cubic  
CS - Continuous Wave  
CWAR - Continuous Wave Acquisition Radar

D

DA - Department of the Army  
DAA - Directorate of Army Aviation  
DAMPL - Department of the Army Master Priority List  
DAMWO - D.A. Modification Work Order  
DAO - Division Ammunition Officer  
DARCOM - United States Army Materiel Development and Readiness Command  
DC - Direct Current  
DCD - Directorate of Combat Developments  
DCG - Deputy Commanding General  
DCSLOG - Deputy Chief of Staff of Logistics  
DCSOPS - Deputy Chief of Staff for Operation and Plans  
DCSPER - Deputy Chief of Staff for Personnel  
D-Day - The beginning of a contingency operation or of hostilities  
DEFCON - Defense Readiness Condition  
DEMSTAT - Deployment Employment Mobilization Status  
DF - Direction Finding  
DGZ - Desired Ground Zero  
DISCOM - Division Support Command.  
Div - Division  
DLA - Defense Logistics Agency  
DLOGS - Division Logistics System  
DMMC - Division Materiel Management Center  
DMWR - Depot Maintenance Work Requirements

DMZ - Demilitarized Zone  
DOD - Department of Defense  
DPICM - Dual-purpose Improved Conventional Munitions  
DRC - Directorate of Reserve Components  
DS - Direct Support  
DSA - Division Support Area  
DSMGB - Double Story Medium Girder Bridge  
DSU - Direct Support Unit  
DTD - Directorate of Training Developments  
DTOC - Division Tactical Operations Center  
DTT - Division Terrain Team  
DX - Direct Exchange  
DZ - Drop Zone

E

ea - Each  
EA - Engagement Area  
EAC - Echelons Above Corps  
EAD - Earliest Arrival Date  
ECM - Electronic Countermeasure  
ECCM - Electronic Counter-countermeasures  
E-DATE - Earliest Arrival Date  
EDRE - Emergency Deployment Readiness Exercise  
E & E - Escape and Evation  
EEFI - Essential Elements of Friendly Information  
EENT - Early Evening Nautical Time  
EEI - Essential Elements of Information  
EIR - Equipment Improvement Reccomendations  
ELSEC - Electrical Security  
EMCON - Emmission Control Orders  
EMP - Electro Magnetic Pulse  
enrg - Engineer  
EP - Evaluation Plan  
EPMS - Enlisted Personnel Management System  
EPW - Enemy Prisoners of War  
ER - Evaluation Report  
ERP - Engineer Release Point  
ESM - Electronic Warfare Support Measures  
est - Estimated  
ETM - Extension Training Materials  
ETMD - Extension Training Management Division  
EUSA - Eighth US Army  
EW - Electronic Warfare

F

FAAR - Forward Area Alerting Radar  
FAC - Forward Air Controller  
FAC-A - Forward Attack Coordinator - Airborne  
FACE - Forward Aviation Combat Engineering  
FAO - Finance and Accounting Office

FARP - Forward Arming and Refueling Point  
FASCAM - Family of Scatterable Mines  
FASCO - Forward Area Support Coordinator  
FAST - Forward Area Support Team  
FC - Field Circular  
FDC - Fire Direction Center  
FDO - Fire Direction  
FEA - Front End Analysis  
FEBA - Forward Edge of the Battle Area  
FEMA - Federal Emergency Management Agency  
FFA - Free Fire Area  
FFAR - Folding Fin Aerial Rocket  
FIST - Fire Support Team  
FISTV - Fire Support Team Vehicle  
FLOT - Forward Line of Own Troops  
FM - Field Manual  
FMC - Field Mission Capable  
FMT - Foreign Military Trainee  
FMTB - Force Management Troop Basis  
FO - Forward Observer  
FOST - Formal on the Job Training  
FORMDEPS - FORSCOM Mobilization Deployment Planning System  
FORSCOM - United States Army Forces Command  
FOUO - For Official Use Only  
FPE - Final Protective Fires  
FPL - Final Protective Line  
FRAGO - Fragmentary Order  
FROKA - First ROK Army  
FSCL - Fire Support Coordination Line  
FSB - Forward Support Battalion  
FSCoord - Fire Support Coordinator  
FSE - Fire Support Element  
FSK - Frequency Shift Keying  
FSO - Fire Support Officer  
FTT - Field Training Text  
FTTD - Full Time Training Duty  
FTX - Field Training Exercise  
FVS - Fighting Vehicle System  
FY - Fiscal Year

G

g - Grams  
GAO - Government Accounting Office  
GAS - Gunner's Auxiliary Sight  
GDP - General Defense Plan  
GEMSS - Ground Emplaced Mine Scattering System  
GOCOM - General Officer Command (US Army Reserve Command)  
GPF - General Purpose Forces  
GPO - Government Printing Office  
GPS - Gunner's Primary Sight  
GRREG - Graves Registration  
GS - General Support

GSA - General Services Administration  
GSE - Ground Support Equipment  
GSF - General Support Force  
GSP - Tracked Folding Gerry (Soviet)  
GSR - Ground Surveillance Radar  
GSU - General Support Unit  
GTA - Graphic Training Aid  
G2/S2 - Intelligence Staff  
G3/S3 - Operations Staff  
G4/S4 - Logistics/Supply Staff  
G5/S5 - Civil Affairs Staff

H

HAW - Heavy Antitank/Assault Weapon  
HE - High Explosive  
Heat - High-explosive antitank  
HEP - High-explosive plastic  
HET - Heavy Equipment Transport  
HE-VT - High Explosive-Variable Time  
HF - High Frequency  
HFDF - High Frequency Direction Finding  
HIMAD - High to Medium Altitude Air Defense  
HMG - Heavy Machine Gun  
HMMWV - High Mobility Multipurpose Wheeled Vehicle  
HNS - Host Nation Support  
HOB - Height of Burst  
HOW - Howitzer  
HP - Horsepower  
HPT - High Pressure Test  
HQ - Headquarters  
HQDA - Headquarters, Department of the Army  
HSC - US Army Health Services Command  
HSC-MP - Health Services Command Mobilization Plan  
HUMINT - Human Intelligence  
HVAPFSDS - High-Velocity, Armor piercing, fin stabilized, discarding Sabot  
HVT - High Value targets

I

IAW - In Accordance With  
ICD - Imitative Communications Deception  
I-COFT - Individual Conduct of Fire Trainer  
ICM - Improved Conventional Munitions  
ICTP - Individual Collective Training Plan  
IDSM - Intermediate Direct Support Maintenance  
IDT - Inactive Duty Training  
IEW - Intelligence and Electronic Warfare  
IFF - Identification, Friend or Foe  
IFV - Infantry Fighting Vehicle

IG - Inspector General  
II - Imagery Interpretation  
ILS - Integrated Logistics Support  
ILSP - Integrated Logistics Support Plan  
IMF - Intermediate Maintenance Forward  
IMINT - Imagery Intelligence  
IMR - Intermediate Maintenance Rear  
INF - Infantry  
ING - Inactive National Guard  
INSCOM - Intelligence and Security Command  
IOC - Initial Operational Capacity  
IPB - Intelligence Preparation of the Battlefield  
IPP - Industrial Preparedness Program  
IPR - Initial Rally Point  
IPS - Intelligence Production Section  
IPT - Interactive Platoon Trainer  
IR - Infrared  
IR - Information Requirements  
IRCAN - Inspect and Repair Only as Necessary  
IRR - Individual Ready Reserve  
ITV - Improved TOW Vehicle

J

JAAT - Joint Air Attack Team  
JB - Job Book  
JCS - Joint Chief of Staff  
JDA - Joint Deployment Agency  
JDS - Joint Deployment System  
JGSDF - Japanese Ground Self Defense Agency  
JNPA - Japanese National Police Agency  
JOMC - Junior Officers Maintenance Course  
JOPS - Joint Operation Planning System  
JPA - Job Performance Aids  
JPG - Job Performance Guides  
JPM - Job Performance Manuals  
JSCP - Joint Strategic Capabilities Plan  
JSDF - Japanese Self Defense Force  
J-SEAD - Joint Suppression of Enemy Air Defenses  
JTA - Job and Task Analysis  
JTF - Joint Task Force  
JUWC - Joint Unconventional Warfare Command

K

KATUSA - Korean Augmentation to the United States Army  
KIA - Killed in Action  
KG - Kilogram  
KM - Kilometer(s)  
km/h - Kilometer(s) per hour  
KT - Kiloton

## L

LAS - Lead Angle Sensor  
 LAAW - Light Antitank Weapon  
 LC - Line of Contact  
 LCC - Life Cycle Cost  
 LD - Line of Departure  
 LDR - Leader  
 LERTCON - Alert Condition  
 LIN - Line Item Number  
 LO - Lubrication Order  
 LOA - Letter of Agreement  
 LOB - Line of Bearing  
 LOC - Lines of Communication  
 LOGPAC - Logistics Package  
 LOI - Letter of Instruction  
 LP - Listening Post  
 LRF - Laser Range Finder  
 LRP - Logistics Release Point  
 LSA - Logistical Support Analysis  
 LSAR - Logistical Support Analysis Report  
 LTA - Local Training Area  
 LTR - Light Tactical Raft  
 LWCSS - Light Weight Camouflage Screening System  
 LZ - Landing Zone

## M

M - Meter  
 MAAG - Military Assistance Advisory Group  
 MAB - Mobile Assault Bridge  
 MAC - Maintenance Allocation Chart/Maneuver Area Command  
 MACOM - Major Army Command  
 MAIT - Material Assistance and Instruction Team  
 MASINT - Measurement and Security Intelligence  
 MASF - Mobile Aeromedical Staffing Facility  
 MATES - mobilization and Training Equipment Site  
 MAU - Marine Amphibious Unit  
 MAW - Medium Antitank Weapon  
 MBA - Main Battle Area  
 MBT - Main Battle Tank  
 MCA - Major Construction Army  
 MCD - Manipulative Communication Deception  
 MCI - Meal, Combat Individual (c-ration)  
 M-CM-S - Mobility-Counter-mobility-Surviveability  
 MCW - Modulated Wave Carrier  
 M-DAY - The Day Mobilization is Directed  
 MECH - Mechanized  
 MED - Manipulative Electronic Deception  
 MEDEVAC - Medical Evacuation  
 MEMO - Mission Essential Maintenance Operations  
 METT - Mission, Enemy, Terrain, Troops  
 METT-T - Mission, Enemy, Terrain, Troops, and Time



mg - Machine Gun  
MGB - Medium Girder Bridge  
MGC - Master Gunner Course  
MI - Military Intelligence  
MIA - Missing in Action  
MICLIC - Line Clearing Line Charge  
MICV - Mechanized Infantry Control Vehicle  
MIJI - Meakoning, Intrusion, Jamming, and Interference  
MLC - Military Load Class  
MILES - Multiple Integrated Laser Engagement System  
MILPERCEN - Military Personnel Center  
MMC - Material Management Center  
MMIP - Maintenance Management Improvement Plan  
MOB - Mobilization  
MOBDES - Mobilization Designee  
MOBPERS - Mobilization Personnel Processing System  
MOPP - Mission Oriented Portective Posture  
MOS - Military Occupational Specialty  
MOU - Memorandum of Understanding  
MOUT - Military Operations in urbanized Terrain  
MP - Military Police  
MRB - Motorized Rifle Battalion  
MRC - Motorized Rifle Company  
MRD - Motorized Rifle Division  
MRE - Meal, Ready to Eat  
MRL - Multiple Rocket Launcher  
MRM - Maintenance Reporting and Management  
MRR - Motorized Rifle Regiment  
MRS - Muzzle Reference System  
MS - Mobilization Station  
MST - Maintenance Support Team  
MT - Megaton  
MTBOMF - Meantime between Operational Mission Failure  
MTBSP - Mobilization Troop Basis Stationary Plan  
MTC - Maneuver Training Command  
MTOE - Modified Table of Organization and Equipment  
MUSARC - Major US Army Reserve Command  
MWO - Modification Work Order

N

NA - Not Applicable  
NAF - Non Appropriated Funds  
NAI - Named Areas of Interest  
NATO - North Atlantic Treaty Organization  
NAVFORK - Naval Forces, Korea  
NBC - Nuclear, Biological, Chemical  
NBC-1 - Initial NBC Report  
NCA - National Command Authority  
NCMA - National Command and Military Authority  
NCO - Non Commissioned Officer  
NCOAC - Non Commissioned Officer Advanced Course  
NCS - Net Control Station

NEC - Norther European Command  
NFA - No Fire Area  
NGB - Nation Guard Bureau  
NGF - Naval Gun Fire  
NGR - National Guard Regulation  
NICP - National Inventory Control Point  
NLT - Not Later Than  
NMP - National Maintenance Point  
NOE - Nap of the Earth  
NSN - National Stock Number  
NTZ - Nontouch Zone  
NVG - Night-Vision Goggles

O

OAS - Offensive Air Support  
OB - Order of Battle  
obj - Objective  
OBM - Outboard Motor  
OCOKA - Observation, Cover and Concealment, Obstacles, Key Terrain  
Avenues of Approach  
OCONUS - Outside Continental United States  
ODCSLOG - Office of the Deputy Chief of Staff for Logistics  
ODCSOPS - Office of the Deputy Chief of Staff for Operations & Plans  
ODCSOER - Office of the Deputy Chief of Staff for Personnel  
OFCO - Offensive CI Operations  
OIR - Other Intelligence Requirements  
OJT - On the Job Training  
OMA - Observations and Maintenance Army  
OMS - Organizational Maintenance Shop  
OP - Observation Post  
OPCON - Operational Control  
OPLAN - Operational Plan  
OPORD - Operations Order  
OPSEC - Operational Security  
OPM - Office of Personnel Management  
OPMS - Officer Personnel Management System  
OPS - Operations  
ORA - Operations Research Analist  
ORSA - Operations Research System Analysis  
OSE - Operations Security Evaluations  
OSRC - Overseas Replacement Command  
OSUT - One Station Unit Training  
ot - Observer Target  
OTS - Off the Shelf

P

P & A - Personnel and Administration  
PAC - Personnel and Administration Center  
PACAF - Pacific Air Force

A-11

PACFLT - Pacific Fleet  
PACOM - Pacific Command  
PAR - Pulse Acquisition Radar  
PARR - Program and Resource Review  
PBG - Program and Budget Guidance  
PBO - Property Book Officer  
PCC - Precommand Course  
PDO - Property Disposal Officer  
PDS - Personnel Daily Summary  
PERSCOM - Personnel Command  
PEWS - Platoon Early Warning System  
PGCP - Policy Guidance for Contingency Planning  
PL - Phase Line  
PLL - Prescribed Load List  
PLT - Platoon  
PM - Preventive Maintenance  
PMCS - Preventive Maintenance Checks and Services  
PNL - Prescribed Nuclear Stockage  
POL - Petroleum, Oil, Lubricants  
POM - Preparation for Oversea Movement/Program Objective Memorandum  
POMCUS - Prepositioned Materiel Configured to Unit Sets  
POR - Processing of Oversea Replacement  
PP - Passage Point  
PPBS - Planning, Programming, and Budgeting System  
proc - Processing  
PRR - Personnel Requirements Report  
PS - Personnel Service  
psi - Pounds per Square Inch  
PSR - Personnel Summary Report  
PSYOP - Psychological Operations  
PURE - POMCUS Unit Residual Equipment  
PW - Prisoner of War  
EWRMS - Prepositioned War Reserve Materiel Stock  
PZ - Pickup Zone

Q

QE - Quadrant elevation  
QFF - Quick Fix Force  
QM - Quartermaster  
QRA - Quick Reaction Alert  
QSS - Quick Supply Store  
quad - quadrant  
qual - qualify

R

R & A - Report and Analysis  
RACO - Rear Area Combat Operations  
RAD - Radiation Absorbed Dosage  
RAOC - Rear Area Operations Center

RAP - Rear Area Protection  
RATT - Radio Teletypewriter  
RC - Reserve Component(s)  
RCLR - Recoilles Rifle  
RCMP - Reserve Component Mobilization Plan  
RCPAC - Reserve Component Personnel and Administrative Center  
RCRPL - Reserve Component Resource Priority List  
RDF - Rapid Deployment Force  
RDJTF - Raptic Deployment Joint Task Force  
REC - Radio Electic Combat  
RECON - Reconnaissance  
REDCON - Readiness Condition  
REMS - Remote Sensor  
RES - Reserve  
RFA - Restrictive Fire Area  
RFL - Restrictive Fire Lane  
RISE - Reliability Improved Selected Equipment  
Rkt - Rocket  
ROK - Republic of Korea  
ROR - Range Only Radar  
ROTC - Reserve Officer's Training Corps  
RP - Release Point  
RPG - Rocket Propelled Grenade  
RPM - Revolutions per Minute  
RPV - Remotely Piloted Vehicle  
RPSTL - Repair Parts and Special Tools List  
RREB - Ribbon Raft Erection Boat  
RR/EO - Race Relation/Equal Opportunity  
RRP - Reentry Rally Point  
RSI - Rationalization/Standardization/Interoperability  
RSR - Required Supply Rate  
RSTA - Reconnaissance, Surveillance, and Target Acquisition  
RTO - Radio, Telephone Operator

S

SACEUR - Supreme Allied Commander, Europe  
SAG - State Adjutant General  
SAM - Surface-to-Air Missile  
SAWS - Small Arms Weapon Systems  
SCARF - Standard Collection Asset Report Format  
SCT - Scout  
SCTD - Subcaliber Training Device  
SEAD - Suppression of Enemy Air Defense  
SEE - Small Emplacement Evacuator  
SHELREP - Shelling Report  
SHORAD - Short Range Air Defense  
SI - Special Intelligence/Support Installation  
SIDPERS - Standard Installation/Division Personnel System  
SIGINT - Signals Intelligence  
SIGSEC - Signal Security  
SGT - Sergeant  
SITREP - Situation Report

SL - Skill Level  
SLAR - Side-Looking Airborne Radar  
SM - Soldiers Manual  
SME - Subject Matter Expert  
SOP - Standing Operation Procedure  
SP - Start Point  
SP - Self Propelled  
SPOTREP - Spot Report  
SQT - Skill Qualification Test  
SSB - Single Side Band  
SSC - Soldier Support Center  
SSO - Special Security Officer  
ST - Special Text  
STANO - Surveillance, Target Acquisition, and Night Observation  
STARC - State Area Command  
STATREP - Status Report  
STE-ICE - Simplified Testing Equipment for Internal Combustion Engines  
STP - Soldier Train Publication  
STS - Student Text Supply  
STX - Situational Training Exercise

T

T & A - Transcription and Analysis  
TA - Theater Army  
TAACOM - Theater Army Area Command  
TACP - Tactical Air Control Party  
TADDS - Target Alert Data Display Set  
TAG - Test Administration Guide  
TAMMS - The Army Maintenance Management System  
TAMS - Training Ammunition Management System  
TAMIS - Training Ammunition Management Information System  
TAPOC - Theater Army Personnel Operations Center  
TASC - Training and Audio Visual Support Center  
TASO - Training and Audio Visual Support Officer  
TB - Technical Bulletin  
TBD - To be Determined  
TBP - To be Published  
TC - Track Commander  
TC - Training Circular  
TCC - Telecommunications Center  
TCGST - Tank Crew Gunnery Skills Test  
TCP - TCW Control Panel  
TD - Tank Division  
TDA - Table of Distribution and Allowance  
TDD - Training Device Division  
TDDD - Training Designs Development Division  
TDR - Training Device Requirements  
TE - Tactical Exploitation  
TEA - Training Effectiveness Analysis  
TEC - Training Extension Course  
TESTS - Turret Electrical System Test Set  
TEWT - Turret Exercise Without Troops

TF - Task Force  
TG - Trainer Guide  
TI - Target of Interest  
TGMTS - Tank Gunnery and Missile Tracking System  
TIRP - Terrain Index Reference Point  
TIRS - Terrain Index Reference System  
TIS - Thermal Imaging System  
TLD - Training Literature Division  
TM - Technical Manual  
TMDE - Test Measurement and Diagnostic Equipment  
TMT - Turret Maintenance Trainer  
TOC - Tactical Operations Center  
TOE - Table of Organization and Equipment  
TOT - Time on Target  
TOW - Tube Launched, Optically Tracked, Wire Guided  
TPFDD - Time-Phased Force Deployment Data  
TPFDL - Time-Phased Force Deployment List  
TPU - Troop Program Unit/Tank & Pump Unit  
TPW - Training Program Worksheet  
TRADOC - Training and Doctrine Command  
TPDS - Target Practice Discarding Sabot  
TRP - Target Reference Point  
TS - Task Summary  
TSA - Theater Storage Area  
TSP - Test Support Package  
TSU - Telescope Sight Unit  
TIM - Tank Turret Mechanic  
TTS - Tank Thermal Sight  
TTSP - Training Test Support Package  
TVM - Tank Vehicle Mechanic

U

U-COFT - Unit Conduct of Fire Trainer  
UIC - Unit Identification Code  
UMCP - Unit Maintenance Collection Point  
UN - United Nations  
UNAAF - Unified Action Armed Forces  
UNC - United Nations Command  
UNITREP - Unit Status and Identify Report  
USAARMC - United States Army Armor Center  
USAARMS - United States Army Armor School  
USAF - United States Air Force  
USAFK - United States Air Force, Korea  
USAMMA - US Army Medical Management Agency  
USAR - United States Army Reserve  
USARC - United States Army Reserve Center  
USARJ - United States Army Japan  
USATSC - United States Army Training Support Center  
USFJ - United States Forces, Japan  
USPFO - US Property and Fiscal Officer  
USR - Unit Status Report  
UTES - Unit Training Equipment Site

UTM - Universal Transverse Mercator  
UW - Unconventional Warfare

V

VA - Veterans Administration  
VAL/VER - Validation/Verification  
VCI - Vehicle Cone Index  
VEH - Vehicle  
Vel - Velocity  
VHERP - Vertical Helicopter Emergency Recovery Procedures  
VHF - Very High Frequency  
VIS - Visibility  
VT - Variable Time  
Vulcan - Antiaircraft Weapon System

W

w - With  
wea - Weather  
WESS - Weapons Effect Signature Simulator  
WESTCOM - US Army Western Command  
WETS - Weekend Training Site  
WIA - Wounded in Action  
WISP - Wartime Information Security Program  
w/o - Without  
WO - Warning Order  
WOWN - Without winch  
WP - White Phosphorus  
WPC - Word Processing Center  
WSRD - Weapon System Replacement Operations  
WMCCS - Worldwide Military Command and Control Systems  
WWN - With winch

X

XO - Executive Officer

Y

yd - Yard  
YS - Yardstick  
YOB - Year of Birth  
YSP - Years of Service for severence pay purposes

Z

Z - Zone

ZF - Zone of Fire

ZI - Zone of Interior

ZSU-23-4 - 23-mm Self Propelled Automatic Antiaircraft Gun (Threat)

\*\*\*\*

A complete listing of all current authorized abbreviations and brevity codes is available in Army Regulation 310-50.



## DEPLOYMENT CHECKLISTS

### INTRODUCTION

This Deployment Checklist has been developed as a guide to units deploying from US installations to overseas locations. Some items may not apply to your unit and some portions of this checklist may be incomplete according to the specifics of your deployment as dictated by mission, specific unit SOPs and commander's guidance.

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PRE-DEPLOYMENT CHECKLIST  
Personnel and Administration

1. Have personnel received safety and accident prevention briefing on the following subjects as required under AR 385-10?
  - a. Driver Training, Licensing and Testing.
  - b. Defensive Driver Course (DDC).
  - c. Rail Movement Training and Electrocution Hazards.
  - d. Drownproofing, IAW FORSCOM Reg 350-1.
  - e. River Crossing-Amphibious Operations.
  - f. Fire Prevention.
2. Have required publications and forms been requisitioned, received, and included in TAT supplies?
3. Has a list of individuals authorized to release and receipt for both classified and unclassified material been submitted to AG Admin Svcs Div?
4. Have meal cards and Ration Cards (AR Form 1150, 1 Jan 75) been issued?
5. Have personnel been appointed and trained/briefed on the following?
  - a. Mail clerks and alternate mail clerks (Co/Bn).
  - b. Mail orderlies and alternate mail orderlies (Co/Bn).
  - c. Postal supervisors and alternate postal supervisors (Co/Bn).
6. Have all personnel, to include dependents and rear detachment personnel, been informed of the appropriate forwarding address?
7. Have filler personnel requirements been identified and POM processed?
8. Do S1/ISG's know exactly who will be attached to their units for purposes of the exercise and/or deployment?
9. Have personnel been screened to ensure that members of REFORGER units who are German nationals do not deploy to Germany?

10. Have all personnel desiring to reenlist during deployment have been identified and the paperwork been turned into the Division Reenlistment Office?

11. Have all personnel who would normally ETS during movement completed and extension to fulfill the oversea movement requirement, IAW Reg 635-200?

12. Have personnel with financial difficulties, health conditions, or other have problems in their families been identified to facilitate prompt remedial action prior to deployment?

13. Has an exercise Supplemental Personnel Data Sheet been prepared on each individual programmed to deploy? Does address of next of kin reflect the exact location of the next of kin while the SM is absent?

14. Have personnel been briefed on the need for civilian clothing while deployed?

15. Have deploying individuals been briefed by the unit on:

a. Requirements for and advantage of maintaining a will?

b. The advantages and disadvantages of General and Special Power of Attorney?

c. Personal financial management to include:

(1) Checking accounts?

(2) Allotments?

(3) Current DA Form 41/93 information?

(4) Dependent finances?

16. Have the deploying individuals POM (Personnel Overseas Movement) processed to include:

a. Medically qualified?

b. Meets all deployment criteria?

c. All records reflect current information, i.e., DA Form 41 and Exercise Supplemental Personnel Data Sheet?

d. Provided an opportunity to receive legal assistance?

17. Do deploying individuals have in their possession:

- a. International Certificate of Vaccination (PHS Form 731)?
- b. Valid ID cards?
- c. ID tags?

18. Has action been taken to renew dependent ID cards that expire during the deployment?

19. Have all outstanding OER/EER been properly completed and submitted to AG, with particular attention to those reports to be completed during the deployment period?

20. Has rear detachment (Prov) clerk been designated and procedures established for rear detachment (Prov) SIDPERS input?

21. Are SIDPERS report files and personnel data cards remaining with the rear detachment (Prov)?

22. Have SIDPERS rosters and manifest decks for the unit been screened, purified, and corrections made?

23. Have all deployment cards been turned over to mission commanders?

24. Are procedures for submitting SIDPERS changes to the Division Rear clearly understood?

25. Has a list of rear detachment commanders been submitted, through channels, to G1?

26. Have personnel pending separation during the 75 days subsequent to redeployment obtained a current physical?

27. Have assigned personnel been briefed by the unit on the following during a Pre-POM processing personnel affairs briefing:

- a. Desirability of a standing arrangement for disposition of POV upon deployment.

- b. Encouragement of all personnel to brief their dependents on the services offered by AER, Red Cross and ACS.

- c. Distribution to wives of a list of rear detachment phone numbers to call in case of emergency or other problems.

d. Advisability of utilizing traveler's check as opposed to cash and limited acceptance of international type credit cards such as American Express (which do not advance money against such cards except in some of the larger cities).

28. Have tentative schedules for chapel services and their locations been distributed?

29. Have deploying personnel been counseled concerning disposition of any criminal or civil case which may be pending against them?

30. Have court martial cases and Article 15 actions been deferred or transferred to rear detachment convening authorities as appropriate?

31. Are all personnel well informed and personnel problems resolved?

32. Have all enlisted personnel obtained an NCO/EM Club card?

33. Have DA Forms 1526 (Home Town News Release) been properly completed on every individual deploying?

34. Are personnel briefed on the STATUS of FORCES Agreement (SOFA) and its implications for US troops?

35. Have unit SOP's on reporting maneuver damage and tort incidents to unit claims officer been established and rehearsed?

36. Have personnel been appointed (orders published where appropriate) and trained/briefed on the following:

- a. Civil-Military Operations Officer (Bn).
- b. Claims Officer (Co/Bn).
- c. Class A Agents to cash checks with unit address (Bn).
- d. Class A Agents for Currency Conversion (Bn).
- e. Couriers for Classified Information (as required).
- f. COMSEC Custodian and Alternate (as required).
- g. Customs Inspector and Assistant Customs Inspectors (Bn).
- h. Battalion Property Book Officer.
- i. Individuals delegated authority to receipt for each class of supply; buildings; facilities (Bn).
- j. Information Officer (Co).

- k. Legal Clerk (Bn).
- l. Maneuver Damage Control Officer (Co).
- m. Maneuver Damage Control Team (Co/Bn).
- n. Officer authorized to receipt for equipment (Bn and Co when issued by Co).
- o. POV Control Officer (Co).
- p. Ration Card Control Officer (Co).
- q. Safety Officer and Safety NCO (Co/Bn).
- r. SECRET Custodian and Alternate (as required). Bn Cdr must appt on orders, FR Suppl 1 to AR 380-5, para 5.
- s. Unit A&R Officer (Bn).

37. Have individuals been identified for the advance party, main body and rear detachment?

38. Have aircraft troop (mission) commanders and NCOIC's been designated and briefed?

39. Have arrangements been planned and coordinated for the provision of adequate religious coverage?

40. Has unit A&R Officer coordinated recreation services support?

41. Has a request for screens and transformers been submitted?

42. Have troops been briefed on recreation services support and tours available during the deployment?

43. Has required special services equipment (i.e., movie projectors) been prepared for shipment? Have spare parts been included? Are operators trained and licensed? (Unit should bring wide-angle lens for their projectors.)

44. Have lists of all assigned and attached personnel been submitted to the POM coordinator for use during POR processing? Are the lists alphabetical by name and do they contain the minimum standard name line data (name, grade, SSN, unit) on each individual? Are the lists legible?

45. Have personnel received training on international driving signs?

46. Have personnel received briefings on their responsibility to secure POV's and other personal property?
47. Have unit commanders designated areas for the safekeeping of POV's?
48. Does unit commander have an adequate supply of forms to inventory POV's?
49. Has in-country photographic support to include film processing and printing, been coordinated to ensure 1st ID photo support and in-country support are compatible and available for PAO purposes?
50. Has a DA Form 4187 been submitted for all deploying EM stopping separate rations indicating effective date and time to the Finance Office?
51. Have troops at all echelon been briefed on local customs of host government?
52. Is there a published emergency notification systems for use by dependents and deploying units?
53. Has TA 50 been inspected for accountability and requisition procedures established for replacement articles?



PRE-DEPLOYMENT CHECKLIST  
Security and Intelligence

1. Has the unit commander prepared and maintained plans and SOPs to accomplish the intelligence and security actions for a POM?
2. Has information pertaining to the movement been classified in accordance with AR 380-55?
3. Is the Emergency Destruction and Evacuation Plan sufficient?
4. Have all classified documents been screened to eliminate documents not required for mission accomplishment?
5. Has a complete inventory of all accountable classified material been made and recorded (AR 380-5)?
6. Are recall messages, oral or written, phrased in such a manner as to not disclose the fact that the unit is on alert?
7. Are interior guards or other internal security measures employed to preclude unauthorized entry to and exit from areas when classified information is displayed or being utilized?
8. Are personnel knowledgeable of reporting requirements when a compromise or possible compromise occurs?
9. Have insignia, organizational markings and private property been handled in accordance with AR 220-10?
10. Have unclassified unit identification codes been utilized in lieu of unit designation on all shipment documents, movement instruction and orders, and shipping crates and boxes to the greatest extent possible?
11. Has ACoFS, G2/DSEC been informed of movement plans so that G2/S2 personnel can be made available to screen the evacuated area for classified material once the unit has departed?
12. Are personnel who are ineligible for overseas duty due to travel restrictions or are considered security risks reported to the SJA as nondeployable?
13. Have all personnel attended a security briefing?
14. Are inquiries from news media and unsolicited correspondence properly processed? (C) AR 530-1 and para 3d(2) (b), AR 381-12, Subversion and Espionage Directed Against US Army and Deliberate Security Violations?

15. Have personal items been properly secured IAW unit SOP?
16. Has military property been properly secured?
17. Have POV's been parked IAW applicable directives?
18. Have unit intelligence officers been briefed as to the series and types of all maps to be utilized on the deployment?
19. Have planning and training map requirements been submitted to ACoFS, G2, ATTN: R&S?
20. Have pre-positioned exercise map requisitions been submitted to ACoFS, G2, ATTN: R&S?
21. Has the unit been informed of the map supply point (G2/DSEC)?
22. Have Div Field SOP's been reviewed for reporting requirements and format?
23. Have personnel requiring access to NATO SECRET AND NATO COMSIC information been granted clearance and received appropriate briefings by G3/DPT?
24. Are all personnel, who have a valid need-to-know, cleared to the level of access to classified defense information they require to accomplish their assigned duties (AR 604-5)?
25. Has SAEDA training been conducted and are personnel trained on what types of information are not to be discussed with foreign nationals or over insecure communications?
26. Have primary censor(s) been appointed in writing in accordance with AR 380-200?
27. Are censors familiar with their responsibilities as outlined in AR 380-200 and FM 30-28?
28. Are all necessary censorship forms and stamps available in accordance with AR 380-200?
29. Are all personnel familiar with the necessity for censorship and its military significance (AR 380-200)?
30. Has the 1K Zone briefing been conducted (if applicable)?
31. Has the Soviet Military Liaison Mission (SMLM) briefing been conducted (if applicable)?
32. Have SMLM cards been issued?

33. Has required classified information been forwarded to USAREUR via registered mail IAW security requalifications (if applicable)?
34. Have personnel who will hand carry classified information been cleared and appointed on orders as authorized couriers for classified information?
35. Is adequate physical security provided for in the unit area, marshalling area, and loading areas (App D, FORSCOM Reg 525-2)?
35. Have signature cards been prepared for receipt of registered mail by rear detachment personnel?
37. Has the rear detachment SECRET custodian been issued appropriate CEOI and codes or instructed on procedures to obtain same?
38. Has a security manager been appointed on orders for the rear detachment?
39. Has a SECRET custodian been appointed on orders for the rear detachment?
40. Has the rear detachment commander been briefed on security requirements and procedures and given sufficient copies of pertinent security regulations?
41. Has the rear detachment SECRET Custodian been instructed on physical security requirements for COMSEC material during the operation?
42. Have DTOC passes been issued to applicable units?
43. Have access rosters been submitted to the DTOC and AG classified?
44. Have access rosters been submitted to G2/DESC? Have security containers to be shipped been set on factory combination? Have security containers to be shipped had all classified material removed?
45. Have personnel been properly trained in the procedures for changing the combinations of field safes while deployed?
46. Has the rear detachment been provided with a copy of the weapons sign out sheet?

PRE-DEPLOYMENT CHECKLIST  
Operations and Training

1. Have training objectives as outlined in FORSCOM Reg 350-6 for deploying units been achieved?
  - a. COMSEC and EW?
  - b. Recognition of enemy organization and equipment?
  - c. Reporting of information (Intelligence Spot Reporting)?
2. Have sufficient drivers been trained, tested, and license validated IAW FORSCOM Reg 350-6, Appendix C?
3. Have sufficient vehicle and engineer equipment operators received rail loading instructions?
4. Have requests for video tapes for deployment training been submitted to the Bn S3?
5. Has training been conducted in personal property security?
6. Have unit personnel attended classes on packing, marking, and documenting TAT equipment?
7. Have rear detachment annex to OPORDS, LOI's and/or SOP's been written?
8. Have special duty personnel been identified?
9. Have special duty personnel been briefed on duties/responsibilities?
10. Have personnel thoroughly been briefed on their mission and the importance of it to USAREUR and NATO.
11. Has training been in line with the requirements in the Bn War Book?
12. Areas of special interest which should be taught to unit personnel prior to deployment are:
  - a. Tactical communications.
  - b. NBC procedures (defense) and proficiency test.
  - c. EW and ECM.

- d. OPSEC and Sigint.
- e. Calling in tactical air support.
- f. Air defense operations.
- g. Ground convoy operations.
- h. SAEDA/SMLM/IK Zone.
- i. NBC reporting.
- j. MIJI reporting.
- k. SALUTE.
- l. Geneva/Hague.
- m. Safety training (e.g., driving).
- n. Civil affairs.
- o. Fire prevention.
- p. Deployment area map familiarization.

13. Have commanders been given the opportunity to recon initial site locations and discussed these locations with their supported units?

14. OPORD been made?

15. Have frequencies been given for max (At least 25 sets of frequencies must be given to the battalion)?

16. Has all required COMSEC software been prepared for movement?

17. Has all COMSEC hardware been turned in to the Bn account that is not secured in operational configuration for deployment?

18. Has a battalion representative been assigned for customs inspection?

19. Has coordination been made with the appropriate battalion representative for customs inspection of material prior to closure of containers (i.e., signal vans, conexes, etc.)?

20. Have all hand-receipts been prepared for issue of COMSEC material at the TAA?

21. Has an OPSEC officer been appointed at battalion level and has a copy of those orders been forwarded to G2?

PRE-DEPLOYMENT CHECKLIST  
Logistics

1. Have 15 days SSSC items been requisitioned and prepacked?
2. Do personnel have a complete packing list of required uniforms and CTA 50-900 clothing and equipment?
3. Have inventories and inspections been scheduled and conducted to ensure that all uniforms (AR 700-84) and equipment (CTA 50-900) are clean and serviceable and on hand?
4. Has protective clothing (Class X fatigues, mechanics overalls, acid resistant aprons, heavy gloves) been obtained for appropriate personnel?
5. Have signature cards been prepared for all classes of supply for rear detachment personnel?
6. Has all nondeployable property been inventoried and accounted for properly?
7. Have procedures been established to hand receipt and secure all nondeployable property?
8. Have supply accountability and security procedures been incorporated into the rear detachment SDO/CQ instructions?
9. Have all items to be shipped as TAT been identified, cleaned, repaired, and prepared for shipment?
10. Is TAT shipment compatible with authorized weight and cube?
11. Have TAT shipping requirements for packing and crating material been submitted to and confirmed by DFO?
12. Have procedures been established to ensure that all TAT packing and crating materials will be secured and maintained throughout deployment and available for redeployment?
13. Has followup been initiated to ensure that sufficient and adequate packing and crating material will be available at the date, time and place requested, to ensure that all shipments will be prepared in a timely manner?
14. Have procedures been established to ensure that all TAT is properly marked, inventoried, inspected and packed to sufficient time to comply with published movement directives?

15. Have special tools and tow bars been included in TAT?
16. Does a responsible officer have a copy of TAT packing list (TCMD) for use in receiving and inventorying TAT in MA?
17. Are adequate scales available? Have scales been balanced and verified?
18. Is the combined weight of individual equipment less than 100 lbs?
19. Have pick up places and times been coordinated with and confirmed by DTO?
20. Has a rear detachment maintenance plan/SOP been prepared for and briefed to rear detachment personnel?
21. Have nondeploying vehicles been prepared for active administrative storage?
22. Have DS maintenance requirements been coordinated with supporting DS unit?
23. Have required repair parts been requisitioned for vehicles and equipment remaining at home station?
24. Are all nondeploying vehicles properly secured?
25. Have nondeploying maintenance personnel been assigned specific tasks, and have they been properly briefed on all rear detachment maintenance responsibilities and procedures?
26. Has the advance party been designated and all personnel notified of departure date?
27. Is the advance party OIC aware of all vehicles and equipment to be issued?
28. Is the advance party organized and properly briefed IAW the USACEGEUR Self-Help Plan?
29. Are drivers and assistant drivers assigned to vehicles by bumper number?
30. Are all fuel handlers fully qualified and in possession of Food Handler Certificates?
31. Do all food service personnel possess a Food Handler Certificate?
32. Do the unit supply officer and supply NCO fully understand their duties and responsibilities?



33. Has the name of the unit supply officer and NCO been submitted to G4?
34. Is a minimum of one mess team scheduled for deployment with the advance party and with each company-size element subsequently deploying?
35. Have maneuver damage cards been issued to all deploying personnel?
36. Has a unit Report of Survey Officer, available for late redeployment, been designated?
37. Have subhand-receipts been prepared for all equipment to be issued for prepositioned stocks? Equipment will be issued on one hand receipt per battalion?
38. Are all personnel aware of the TAT, baggage and personnel pickup schedule for all flights? Has this schedule been confirmed with DTO?
39. Have loading details been prepared and briefed?
40. Has unit liaison party been selected and informed of departure date and fully briefed on duties and responsibilities?
41. Has request for fresh vegetables and fruit been submitted?
42. Has dining facility been turned over to new detachment?
43. Have cash collection forms been packed?
44. Have proper marking of POMCUS vehicles, generators and CONEXs been made according to DTO instructions?
45. Have STANAG forms been prepared and turned-in to DTO?
46. Are PLL clerks familiar with manual accounting of parts (DA Form 3318)?
47. Have vehicles and generators been determined for SEA/AIR interface? Have proper markings been put on this equipment?
48. Have hazardous cargo forms been filled out for SEA/AIR interface?
49. Have personnel to accompany vehicles been determined for SEA/AIR interface?
50. Have drivers and assistant drivers been determined for SEA/AIR interface?
51. Have 15 days SSSC items been requisitioned and prepacked?

52. Do personnel have a complete packing list of required uniforms and CTA 50-900 clothing and equipment?
53. Have inventories and inspections been scheduled and conducted to ensure that all uniforms (AR 700-84) and equipment (CTA 50-900) are clean and serviceable and on hand?
54. Has protective clothing (class X fatigues; mechanics overalls, acids resistance aprons, heavy gloves) been obtained for appropriate personnel?
55. Have signature cards been prepared for all classes of supply for rear detachment personnel?
56. Has all nondeployable property been inventoried and accounted for properly?
57. Have procedures been established to hand-receipt and secure all nondeployable property?
58. Have supply accountability and security procedures been incorporated into the rear detachment SDO/CQ instructions?
59. Have all items to be shipped as TAT been identified, cleaned, repaired, and prepared for shipment?
60. Is TAT shipment compatible with authorized weight and cube?
61. Have TAT shipping requirements for packing and crating material been submitted to and confirmed by DFO?
62. Have procedures been established to ensure that all TAT packing and crating materials will be secured and maintained throughout REFORGER deployment and available for redeployment?
63. Has follow up been initiated to ensure that sufficient and adequate packing and crating material will be available at the date, time, and place requested to ensure all shipments can be packed?
64. Has sufficient detergent been included to satisfy dining facility requirements for a 3-5 day period?
65. Have current copies of all supply catalogs been included which deal with sets, kits and outfits we will draw from PREPO?
66. Have subhand receipts been carried to deployment area?
67. Are blank DA Form 2062's taken for shortage annexes?

68. Have delegation of authority cards been included? They will be required throughout the exercise in all classes of supply.
69. Have sufficient number of Convoy Flag Sets been packed?
70. Have sufficient number of medium security locks for weapon's storage and security been included?
71. Has a unit Report Survey Officer available for late redeployment been designated?
72. Do unit Supply Officer/Supply NCO's fully understand their duties and responsibilities?
73. Has ammunition been requested for Class A agents?
74. Have necessary MTOE items not available in deployment area been prepared for shipment?
75. Has each person been issued two meals, combat, individual and are these packed in the Alice Pack?
76. Have operational stocks of MRE's been drawn?
77. Have NAP vehicles/generators been filled to 3/4's capacity for sea movement?
78. Has silicone brake fluid been packed for NAP/VEL items?
79. Have medical consumable and class 6510 and 6515 items been included?
80. Have report of Survey Officers, one per company, been appointed?
81. Has organization Flag Sets and unit guidons been included as TAT items?
82. Has units authorized Map Basic Load been drawn?
83. Has orders of the appointing authority (preferable the unit FBO) been taken to DMMC Class III?
84. Have all blank forms used to account for Bulk Pol been included?
85. Has 15 days of packaged POL been included?
86. Has appointment order/letter been prepared for individual as unit Ammunition Officer?
87. Have TAT/NAP/Vel items lists been submitted to DPBO?

88. Have arrangements been made to inventory sensitive items by the rear detachment Commander?
89. Does liaison party have ample signature cards, DA Form 1687 on hand?
90. Have packing lists been developed for conex/conexes inserts?
91. Has hand carried baggage (Alice Pack only) been checked to make sure it will fit under aircraft seat?
92. Has troop list been developed to fill aircraft seat?
93. Have mission commanders or troop commander been designated?
94. Have personnel been designated to assist in baggage handling operation at final destination?
95. Have ADP Cards been obtained from AG to be used in redeployment manifesting?
96. Has manifest been prepared in the unit area, numbering the passengers?
97. Have mission commanders been briefed on their responsibilities?
98. Have duffle bags been marked correctly?
99. Have duffle bags been tagged correctly?
100. Have DD Form 1387-1, duffle bag tabs, been filled out for redeployment?
101. Have plastic bags (NSN: 8105-00-401-2000) been ordered? (used to place packing) (DD Form 1750, on the outside of conex insert for Air Force Pallet).
102. Have packing list envelopes (NSN: 8105-00-0-57-2247) been ordered? (used to Affix packing list) (DD Form 1750, to inside door of conex).
103. Have all NAP/VEL been equipped with Clevis-Type Tie down/lifting shackles?

PRE-DEPLOYMENT CHECKLIST  
Civil/Military Operations/Maneuver Damage

1. Have Maneuver Damage/Incident Reports been requested, received, and included in TAT supplies?
2. Have unit S5's and unit claims officers been thoroughly briefed on maneuver damage reporting procedures?
3. Have maneuver damage awareness programs been integrated in unit training?
4. Have all personnel to participate in deployment received the "Eleven Commandants of Maneuver Damage" Card?
5. Have units received maneuver damage stickers for every vehicle assigned stateside and in deployment area?
6. Have units received overprinted maps with road and bridge information, railroad crossing, watershed areas, and off-limits areas?
7. Have all personnel viewed Maneuver Damage TV-Tape or have the slide show presented to them?
8. Have units received Maneuver Damage awareness posters for placement in unit areas prior to deployment?
9. Has a battalion S5 been appointed? Has a copy of names been provided SJA and G5?
10. Has weather and terrain conditions cards been issued to team chief level?
11. Are all units aware of the importance of a liaison team?
12. Have all drivers and assistant drivers received instructions on DDC and USAREUR Drivers' Licenses?
13. Have units received sufficient trash bags?
14. Have a purchasing officer and a contracting officer been appointed?
15. Have companies designated unit repair teams?

DEPLOYMENT CHECKLIST  
Personnel and Administration

1. Have all deploying personnel been POM processed, briefed, and ready for deployment?
2. Are necessary stand-by personnel POM processed, briefed, and ready to deploy?
3. Has a "by name" list of deploying personnel by flight numbers been submitted to CPC?
4. Are all personnel aware of departure/deployment data for their flight?
5. Do all deploying individuals have in their possession:
  - a. ID cards.
  - b. ID tags.
6. Have the deploying individuals who have had a change in personnel status coordinated with POM team?
7. Has the unit SI secured from CRC the unit's copy of the Exercise Supplemental Personnel Data Sheet?
8. Do unit mail clerks, orderlies, postal supervisors, and alternates have DD Form 285 in their possession?
9. Have changes in officer personnel duty assignments been reported to G1 and AG telephonically?
10. Are manifest cards correct and on hand?
11. Has the troop (mission) commander sent the flight manifest cards to the designated point for preparation of manifest IAW designated procedures?
12. Have individuals been manifested by correct UIC?
13. Has the Troop/(Mission) Commander, upon arrival at the departure airfield, provided the DACG OIC with one copy of the manifest?
14. Do advance party flights consist of proportionate share of mess, driver/operator, maintenance, supply, and control personnel?
15. Did the Troop(Mission) Commanders for each flight attend the Mission Commanders briefing?

16. Are Troop/(Mission) Commanders aware of their duties and responsibilities?

17. When a report has been made on an alleged customs violation, has action been taken to identify potential witnesses, to secure real evidence, and to maintain a chain of custody of the evidence to ensure its admission in judicial proceedings?

DEPLOYMENT CHECKLIST  
Security and Intelligence

1. Do Troop Commander and NCOIC have a serial number listing of weapons, tripods, binoculars, etc., annotated with name of individuals carrying some?
2. Have personnel flight manifests been annotated with classified couriers name, type weapon, and number of rounds of ammunition, if ammunition is required?
3. Have procedures been established so that a total security check of government and personnel property is conducted by rear detachment personnel after unit deploys?
4. Is all government and personal property properly secured?
5. Has a weapon/equipment security accountability check been made at each point of deployment prior to departing?
6. Has an access roster of personnel authorized access to weapons storage area keys been packed?
7. Are required repairs being submitted?
8. Do all personnel who required DTOC access have passes?
9. Have extra DTOC Passes been packed?



**DEPLOYMENT CHECKLIST**  
**Operations and Training**

1. Have units been briefed on the route between home station and the departure airfield?
2. Have drivers and assistant drivers been briefed on the loading of AF aircraft?
3. Has a checklist been issued to all drivers and assistant drivers on what the AF would check to accept the vehicle on the aircraft?
4. What kind of internal convoy control has been established?
5. Have the drivers been given a strip map from post to the departure airfield?
6. Are stencils included in the company supply?

DEPLOYMENT CHECKLIST  
Logistics

1. Have mission Commanders been appointed/briefed?
2. Have personnel been informed of baggage turn-in date, time and place?
3. Have personnel been briefed on customs procedures?
4. Have deploying personnel completed unit POM Processing and been briefed on departure times?
5. Are manifest labels on hand for each deploying soldier?
6. Has carry on baggage been checked to assure it will fit under seat of aircraft?
7. Do advance party supply personnel have in possession:
  - a. DA Forms 2026 (Hand-Receipts) preprinted?
  - b. Supply catalogues, AMDF other reference material?
  - c. Orders appointing TPBO?
  - d. Delegation of Authority Cards for Classes I, II, III, IV, and V?
  - e. CECE Issue SOP (if applicable)?
8. Have food service personnel been included as advance party members?
9. Have POMCUS Draw Teams been briefed on duties?
10. Have contingency plans been prepared for main body to accomplish POMCUS draw if advance party is grounded enroute?
11. Do mechanics have general mechanic's tool boxes for use at POMCUS site?
12. Has an adequate stock of silicone brake fluid been packed to support VEL equipment?
13. Have personnel packed 15 days of personal demand items, Class VII?
14. Have female personnel packed sufficient feminine hygiene items to complete the exercise?

15. Have 2 MRE's been issued to each troop?
16. Have cleaning materials and packing materials been packed for use in the clean-up site and for redeployment?
17. Have loadmasters been briefed on duties?
18. Has Radio Operator for Rail Operation Center been designated and sent to Rail Operation Center?
19. Has requirement for blocking and bracing requirement been submitted?
20. Has OIC/NCOIC been identified and Safety Officers/NCO's been identified?
21. Has AFZN-DI FM 187 (Vehicle Load Card) been completed in triplicate for each piece of equipment going by rail?
22. Have request for convoy clearances for movement to scales and load site been submitted?
23. Has a Maintenance Officer been selected to be on hand at each Marshalling Area?

CEGE SITES, MA, MOVE TO TAA CHECKLIST  
Personnel and Administration

1. Is accountability being maintained for all deployed personnel and reports being submitted to G1?
2. Has recreation services equipment been issued/turned in?
3. Is unit aware of Recreation Services activities?
4. Has coordination been made with the PAO for distribution of Stars and Stripes and field Newsletter?
5. Has liaison been established with PAO to ensure coverage of unit activities?
6. Have all accidents and injuries been reported to G1 on Accident Report Forms (DA Form 285 and 285-1) as required?
7. Have reports of dissidence and racial tension incidents, if any, been reported to the Provost Marshall?
8. Has the SJA been notified if serious misconduct has occurred on the part of military personnel or in any case involving citizens or property?
9. Do Class A agents have appointing orders in their possession?
10. Do Class A agents have required ammunition?
11. Has the servicing Army postal units been notified of any changes in the location of the unit's personnel (emergency leave, hospital, new SD personnel, AWOL, etc.)?
12. Has contact with the servicing Army postal unit been established and mail picked up? Deployment unit mail clerks, orderlies, and postal supervisors must have their DD Forms 285 validated at this time.
13. Have changes in Officer Personnel Assignments been reported to G1 and AG?
14. Has contact with SIDPERS in the Division Rear been established and any SIDPERS input delivered?
15. Are there provisions that each unit have the opportunity of receiving special religious administrations, sacraments, last rites, and other services appropriate to the welfare of the command?

## Security and Intelligence

1. Is all military and personal property secured?
2. Are weapon accountability/security checks being conducted?
3. Are SMLM sightings being reported and are CARWASH and WARSAW Pact sightings being reported (if applicable)?
4. Have CEOI items and codes been secured?
5. Are personnel actively aware of information not to be discussed over non-secure communications or in contacts with foreign nationals?
6. Is there positive control of classified material?
7. Are intelligence personnel aware of the current real world counter-intelligence/terrorist threat status?
8. Have communications with G2/Torch element been established?
9. Have all maps been drawn?

CEGE SITES, MA, MOVE TO TAA CHECKLIST  
Operations and Training

1. Have personnel been instructed on how to inspect and sign for equipment?
2. Has the Battalion established a CP at the CEGE site (if applicable)?
3. What kind of communications have been established between the battalion and companies?
4. Have CEOI's and codes been properly assembled and coordinated with the S2 and S3?
5. What kind of procedures have been established for the issuing of all CEOI's?
6. What kind of communications has been established between the Battalion and Division operations?
7. Has guidance been given to each company as to the route of march to the marshalling area?
8. What kind of procedure has been established to marry up the companies with the supported units?
9. Has the OFORD been distributed to each company?
10. What kind of procedures have been established to check out communications modes prior to departure from the CEOI (if applicable)?
11. Are all companies maintaining a tactical posture at all times?
12. Has ammo been distributed?
13. Is there going to be a mini-COMEX coordinated within the battaion to pre-patch and check out multichannel systems?
14. Do all signal sites know where their supported unit's TAA is?
15. Do signal sites deploy from their TAA to FTX locations or do they convey with the elements they are supporting?
16. Have strip maps been issued and properly briefed?
17. Has task force organization been established?

18. Have soldiers utilizing live ammo for security/guard duties been briefed on the use of deadly force?

CEGE SITES, MA, MOVE TO TAA CHECKLIST  
Logistics

1. Has a 100% inventory of all equipment been accomplished and all shortages reported to the USACEGE liaison representative in the MA? Replacements must be obtained or shortage list authenticated.
2. Do all vehicles have emergency highway warning kits and charged fire extinguishers?
3. Do all vehicles have required triangle warning signs?
4. Have sufficient convoy signs, flags, and rotating beacons been issued?
5. Do all wheeled vehicles have a five gallon fuel can?
6. Does each wheeled vehicle have a set of serviceable tire chains?
7. Have proper maintenance procedures been initiated?
8. Has vehicle status been reported as required?
9. Have proper unit markings been applied to all vehicle bumpers?
10. Are all vehicles and FOL containers being topped off daily with FOL?
11. Have packaged FOL products been spread throughout the unit for rapid access during convoy movement?
12. Are all vehicle lights clean and operational?
13. Are all bumpers clean and vehicle markings visible, to include chalked convoy numbers?
14. Are all windshields clean?
15. Has a complete technical inspection of all vehicles and equipment been accomplished?
16. Have all vehicles been driven 10 miles prior to leaving MA?
17. Have all tents been erected and heaters assembled and ignited to ensure completeness and serviceability?
18. Have all field ranges been assembled and ignited to ensure completeness and serviceability?



19. Has ASL/PLL been thoroughly inventoried and accounted for?

20. Have all personnel been thoroughly briefed on the possibility of sudden failure of power plants, driven trains, and steering components?

21. Have all bulk fuel containers and carriers (M49C, Tank and Pump Units, etc.) been stenciled with proper identification of DIESEL or MOGAS? Has all marking been applied to POL truck?

22. Has all TAT packing material been recovered, maintained and stored for use during redeployment?

23. Have all packing materials issued by USACEGE been recovered and returned to the PREPO site?

24. Has all equipment been properly sub-hand receipted to user level?

25. Has the Marshalling Area Control Group (MACG) accomplished the following:

- a. Provided latrine and wash facilities?
- b. Provided locations of shower, bath?
- c. Provided location of telephone?
- d. Assisted with logistic problems, as required?

26. Has movement data (SP, CP, RP, routes, critical points) been received and disseminated?

27. Have road movement tables and convoy control cards been received?

28. Have drivers been briefed concerning:

- a. Safety?
- b. Convoy procedures?
- c. Issued strip maps?
- d. Route and destination?
- e. Actions to be taken in event of accident?
- f. Actions to be taken in event of breakdown or separation from convoy?

g. Actions to be taken at POL stops, maintenance halts, rest halts, and RON sites?

h. Has COMEX number been written in chalk on both sides of vehicles?

29. Has required movement data forwarded to DTO?

30. Has route reconnaissance been completed?

31. Have quartering party been selected and briefed on duties and responsibilities? Quartering party may not leave MA more than 24 hours prior to main body.

32. Is the location and status of all deadlined vehicles known? Are recovery operations underway? Have crews of deadlined vehicles been properly briefed? Do crews have adequate equipment and sufficient food and water? Were a minimum of two people left with vehicle?

33. Has the area been thoroughly checked for maneuver damage and the appropriate actions initiated?

34. Have all problem areas been noted for After Action Reports?

35. Have signature cards for Class I been dropped off?

36. Has laundry facility been checked out?

37. Has dunnage been picked up for Class I and Class V vehicles?

38. Has consideration been made for personnel to purchase local road maps?

39. Have drivers been briefed on location and procedures for maintenance and POC support when they might not move in convoy?

40. Have all drivers had a thorough briefing on how to keep their log books up to date? (A mileage report required at the end of each phase.)

41. Has a 100% inventory of all equipment upon arrival at the MA? (Report discrepancies to S-4.)

42. Has a plan been prepared for tight control of weapon accountability?

43. Has individual hand receipt holder been briefed that a report of survey has to be initiated immediately upon damage or loss of equipment?

44. Have personnel been briefed when personnel property is lost while in a field laundry, that if it is reported properly through supply channels, replacement clothing can be obtained?

45. Have drivers been briefed on practical defensive driving?

46. Have personnel been briefed on the use of a foreign telephone system (if applicable)?

47. Has plans been made to carry 3 day basic load of C-Rations/MRE's?

CEGE SITES, MA, MOVE TO TAA CHECKLIST  
Civil/Military Operations/Maneuver Damage

1. Are maneuver damage reports being submitted according to instructions and on a timely basis?
2. Are maneuver damage repairs within unit capabilities being accomplished?
3. Have any problems been identified and noted for after action reports?
4. Are fuel handlers at FOL points displaying adequate maneuver damage awareness?
5. Are trash bags being effectively employed? Have they been issued to the lowest level possible?
6. Has coordination with movement control/WBK been accomplished?
7. Are serious incidents being immediately reported to the OMOC?
8. Is all maneuver damage repair equipment received, serviceable and accounted for?

TAA CHECKLIST  
Personnel and Administration

1. Is the Stars and Stripes being distributed (1 per 5 indiv)?
2. Have all accidents and injuries been reported to G1 and prepared on Accident Report (DA Form 285 and 285-1) as required?
3. Has unit picked up/turned in recreation services equipment and supplies from/to Recreation Services Officer?
4. Has the servicing Army postal unit been notified of any changes in location of unit's personnel?
5. Have changes in officer personnel duty assignments been reported to G1 and AG?
6. Has contact with SIDPERS in the Division Rear been established and SIDPERS input delivered?

TAA CHECKLIST  
Security and Intelligence

1. Are all vehicles, weapons, and equipment accounted for and secured?
2. Are counterintelligence measures/procedures being employed?
3. Have all SMLM sightings been reported and are CARWASH, WARSAW pact vehicles reported (if applicable)?
4. Are personnel actively aware of information not to be discussed over nonsecure communications or in contact with foreign nationals?
5. Are all exercise related documents (maps, OB summary, intelligence, etc.) uploaded?
6. Has INTSUM #2 been received?

TAA CHECKLIST  
Operations and Training

1. Has a Bn COMEX been established?
2. Has a final briefing with commanders been given?

TAA CHECKLIST  
Logistics

1. Have all vehicles and personnel been accounted for?
2. Have all vehicles which failed to close in TAA been identified and recover procedures initiated?
3. Have all weapons and sensitive items been accounted for?
4. Has unit begun to effect logistical support under provisions of 1st ID logistics annex?
5. Has the TAA area been thoroughly checked for maneuver damage and appropriate action initiated?
6. Have all vehicles, to include bulk carriers, been topped off with POL?
7. Is unit aware of Class I, III, and IX supply points?
8. Have subordinate leaders been informed as to availability of service support, such as water points, laundry points and clothing sales/CIF activities?
9. Have all attachments and detachments been properly briefed on logistical requirements?
10. Do all detached units have sufficient Class I and Class III supplies to be self-sustaining until link-up is effected with gaining unit?
11. Has ammunition been distributed?
12. Have all water trailers and water containers been topped off?
13. Have all teams been briefed on food service procedures which will be implemented during the FTX phase?
14. Is the unit ready logistically for a 10-day FTX which is designed to approximate combat conditions in a European environment?
15. Has logistical support been initiated for all attachments, to include \_\_\_\_\_?
16. Does each unit have 15 days of SSSC supplies on hand?
17. Has training ammo been distributed?



18. Has Class IV material been picked up?
19. Are required logistical reports being submitted in a timely manner per SOP?
20. Do all detached units have sufficient Class I and Class III supplies to be self-sustaining until link-up effected with joining unit?
21. Has all laundry been picked up by a specific time?
22. Has a recheck of all property been accomplished?
23. Have losses/ECOD's been submitted using a Report of Survey?
24. Have requisitions been submitted for required repair parts?
25. Have all broken down vehicles been recovered and/or evacuated?
26. Are divisional maintenance assets being utilized?

TAA CHECKLIST  
Civil/Military Operations/Maneuver Damage

1. Is staff coordination with S1 and S4 being accomplished on a continuous basis regarding accidents and maneuver damages?
2. Are units and personnel displaying adequate awareness of maneuver damage?
3. Are maneuver damage reports being submitted properly and on a timely basis?
4. Is SJA being informed of serious incidents immediately by telephone?

FTX CHECKLIST  
Personnel and Administration

1. Are umpires informing the unit of simulated casualties and are the casualties being reported?
2. Are reporting procedures being adhered to for actual or problem play of:
  - a. Personnel Situation Report (PERSITREP).
  - b. Actual Daily Strength Report (ADSR).
  - c. Accident and/or Injury SPOTREP).
  - d. Emergency Casualty Report.
3. Are procedures established so that all personnel are aware of the situation, importance of their tasks, and the location of key facilities and agencies that provide health and morale services?
4. Are the Stars and Stripes and field newsletter being distributed?
5. Have any incidents of dissidence or social tension been reported to the Provost Marshal?
6. Are opportunities for worship provided and is religious literature available for distribution on request?
7. Has the SJA been notified if serious criminal misconduct has occurred involving military personnel or in any case involving the property of civilians citizens?
8. Are mail clerks sent on a daily basis to the servicing Army postal unit for mail pickup? Do mail clerks stop at the American Red Cross to check for messages?
9. Have changes in officer personnel duty assignments been reported to G1 and AG?
10. Has contact with SIDPERS in the Division Rear been established and any SIDPERS input delivered?

FTX CHECKLIST  
Security and Intelligence

1. Are intelligence reports being submitted IAW the Division Field SOP?
2. Are reports of jamming or interference of radio communications being submitted?
3. Are all vehicles, equipment, and weapons accounted for and secured?
4. Have all SMLM sightings been reported and are CARWASH and WARSAW Pact vehicle sightings reported?
5. During defensive operations, are the primary means of communication wire and messenger rather than FM?

FTX CHECKLIST  
Operations and Training

1. Are supported units informing the signal sites as to when their units are jumping?
2. Will the recon party invite the signal site OIC/NCOIC to accompany them?
3. Ensure new jump locations have been properly profiled?
4. Has a nightly command and staff meeting been coordinated with all companies?
5. Are reports coming in on time?

FTX CHECKLIST  
Logistics

1. Have all areas been checked for maneuver damage and appropriate actions initiated?
2. Have all logistical reports been submitted in a timely manner?
3. Have all losses/ECOD's (actual) been submitted on DD Form 4697, Reports of Survey?
4. Have all areas been policed prior to departure?
5. Is unit complying with movement directives from Division Movement Control Center? (Must be met or loss turn and fall to last place.)
6. Are all logistical support operations being conducted in accordance with 1st ID Logistics Annex?
7. Have attachments and detachments been provided with adequate logistical support, specifically Class I, III, IX and maintenance support?
8. Has planning been initiated for movement to RDA and actions at clean up sites?
9. Are routine requisitions being submitted for nondeadlined equipment deficiencies?
10. Have all vehicles and personnel been accounted for?
11. Have all weapons and sensitive items been accounted for?
12. Is unit aware of supply points and service support activities?
13. Have all logistical problems been reported to higher headquarters?
14. Is the location and status of broken down vehicles known? Are recovery operations underway?
15. Has unit received movement credits for move to RAA?

FTX CHECKLIST  
Civil/Military Operations/Maneuver Damage

1. Is maneuver damage reporting being accomplished on a timely basis (within 24 hours)?
2. Are commanders and staff, including G5 and SJA being informed of maneuver damage situations?
3. Are unit S5's requesting PSYOP support and receiving feedbacks?
4. Are trash bags being properly utilized?
5. Are fuel handlers at POL points utilizing fuel absorption materials provided by S4?
6. Are fuel spillages being quickly reported through command channels?
7. Are units properly policing area before departing?
8. Are units submitting the Daily CIMIC SITREP?

MOVEMENT TO AND ACTIONS AT WASH SITES, RAILHEADS, AND  
CEGE SITES CHECKLIST  
Security and Intelligence

1. Are all vehicles, equipment, and weapons accounted for and secured?
2. Have all SMLM sightings been reported and are CARWASH and WARSAW Pact vehicle sightings reported?
3. Are personnel actively aware of information not to be discussed over nonsecure communications or in contacts with foreign nationals?
4. Are sufficient security supplies such as weapons racks, chains and locks available for immediate security of weapons?
5. Have personnel been briefed on individual security measures?
6. Does motor pool organization provide for unit integrity and equipment security?
7. Has an interior guard SOP been established?
8. Have adequate security measures been taken for all vehicles, equipment and weapons?
9. Have adequate security measures been taken for personal property?
10. Has all classified material been screened for retentions, downgrading and destruction?
11. Is all classified material secured?



MOVEMENT TO AND ACTIONS AT WASH SITES, RAILHEADS, AND  
CEGE SITES CHECKLIST  
Operations and Training

1. Are we on track with where all the vehicles will be going, i.e. for rail/dock loading?
2. Have strip maps been given to all drivers? Do they know what to do when they get there?
3. Have communications been established with the G3 Operations Center?
4. Has a plan been established to prepare equipment for turn in?
5. Has an internal communications system been established?
6. Are key personnel familiar with contingency plan?
7. Is G3 operations center being kept informed at all times?
8. Has all COMSEC which will not be returned to home station in an operational configuration been returned to the Bn account for return movement?
9. Has COMSEC material been prepared for return movement?

MOVEMENT TO AND ACTIONS AT WASH SITES, RAILHEADS, AND  
CEGE SITES CHECKLIST  
Logistics

1. Have all vehicles, bulk containers, and five gallon fuel cans been topped off with POL in preparation for movement to clean-up sites?
2. Have all sensitive items been accounted for?
3. Have disabled vehicles been identified and recovery operations initiated?
4. Have liaison personnel/quartering parties been identified for movement to clean-up sites? Have these personnel been briefed?
5. Has DD Form 4697 (Report of Survey) been initiated on missing and damaged items of equipment?
6. Have actions been initiated to retrieve or account for all parts and major assemblies submitted for repair or DX?
7. Have clean up, maintenance and inventory procedures been initiated in preparation for turn-in at PREPO sites?
8. Has equipment been segregated that is returning to CEC and CONUS?
9. Have all personnel and equipment been accounted for?
10. Have all sensitive items been accounted for and secured?
11. Has a recovery plan been initiated to retrieve all disabled vehicles?
12. Has an inventory plan been initiated?
13. Have all losses/ECOD's been submitted using DD Form 4697, Report of Survey?
14. Has a clean up plan been initiated to accomplish all major clean up activities prior to departure from clean up site? Adequate clean up facilities will not be available at turn-in sites.
15. Has the USACEGEUR Turn-in Plan been received, disseminated, and all personnel identified and briefed on duties and responsibilities (if applicable)?
16. Has a recon of the rail loading site been completed and rail loading teams identified and briefed? (Tie down material will be issued at CEC during rail load at the MA.)

17. Have personnel to accompany rail shipment been identified, notified, and briefed as to duties and responsibilities?
18. Have rail loading tool requirements been identified and required tools made available to rail loading teams?
19. Have all convoy drivers and assistant drivers been identified, notified, and assigned to vehicles by bumper number?
20. Have all drivers and assistant drivers been briefed on all pertinent movement data and issued strip maps of convoy routes?
21. Has a unit redeployment plan been initiated and all personnel briefed?
22. Has coordination been effected with clean-up site host unit and clearance procedures identified and briefed to all personnel?
23. Have all maneuver damage problem areas been identified and appropriate corrective action initiated?
24. Has a trail party been designated to make final clearance of clean-up site and provide follow-on recovery and control for wheel vehicles convoy?
25. Has trail party been briefed on duties and responsibilities?
26. Have recovery operations been initiated to recover all disabled vehicles?
27. Has liaison been effected with the CEC site commander to finalize turn-in procedures?
28. Have procedures been defined to recover or otherwise account for all parts, components and end items previously submitted for repair, DX salvage?
29. Have all losses/ECOD's been completed using DD Form 4697, Report of Survey?
30. Is all equipment being prepared for turn-in in accordance with USACEGE Turn-in Plan?
31. Are all reporting requirements being fulfilled?
32. Has the S4/Hand Receipt Officer been cleared by the USACEGE Headquarters, Mannheim prior to departure (if applicable)?
33. Are sufficient TAT packing materials available at the PREPO site?

34. Has the USACEGUR Turn-In Plan been received, disseminated, and personnel identified and briefed on duties and responsibilities (if applicable)?

35. Has unit received wash rack schedule?

36. Is unit aware of service support activities location and operation hour?

37. Are logistic reports being submitted, as required?

38. Does unit know status of vehicles in organization, DS and/or GS maintenance?

39. Is unit judiciously spending SSSC funds to purchase essential material?

40. Have service support problem areas been identified and reported to higher headquarters?

41. Is there a positive program to prevent POL spillage?

42. Has all equipment been cleared, reinventoried and losses/ECOD's submitted?

43. Has all equipment been repacked on trucks IAW guidance/directives from CECE liaison personnel (if applicable)?

44. Has ammunition been obtained for payroll guards and Class A Agent?

45. Has all training ammunition been turned in?

46. Does unit know TAT pickup schedule?

47. Has the unit scheduled a time and location to conduct a convoy/rail load briefing?

48. Is unit in receipt of rail and convoy schedule?

49. Has a reconnaissance of the route from the unit park to the rail site been conducted?

50. Is unit in receipt of redeployment schedule for main body and rear party?

51. Have personnel who packed TAT for deployment and received instruction on packing and documenting TAT from DTO been designated for rear party to repack TAT for redeployment?

52. Has all laundry been picked up?

53. Has blocking and bracing material been obtained for rail movement?
54. Is tie-down material available for rail movement?
55. Has DD Form 200 (Report of Survey) been initiated on missing and damaged items of equipment?
56. Have all vehicles and five gallon fuel cans been topped off with POL?
57. Have liaison personnel/quartering parties been identified for movement to POMCUS sites?
58. Is unit familiar with movement order and information?
59. Has the unit conducted a route reconnaissance to its SP?
60. Are vehicles windshields, lights, mirrors, and bumper markings free of mud and clean? Are lights operational?
61. Is unit complying with movement directives from Division Transportation Officer?
62. Is unit reporting required information (SP, CP, RP, number of vehicles to G4/DTO)?
63. Have arrangements been made to move nonoperational/deadlined equipment to POMCUS sites?
64. Is the location and status of broken down vehicles known?
65. Has a recovery plan been implemented to recover broken down vehicles?
66. Are maintenance checks being made at rest halts?
67. Do units know what Service Support is available in the CEGE Site and the location of same (if applicable)?

MOVEMENT TO AND ACTION AT WASH SITES, RAILHEADS, AND  
CEGE SITES CHECKLIST  
Civil/Military Operations/Maneuver Damage

1. Are maneuver damage reports being submitted on a timely basis?
2. Are trash bags being utilized in vehicles?
3. Are personnel displaying adequate maneuver damage awareness?
4. Have unit areas been thoroughly policed before departure?
5. Has coordination with MOVEMENT CONTROL/VKK been accomplished?
6. Are units performing maneuver damage repairs within their capabilities?
7. Are units complying with trash disposal plans?
8. Is SJA being informed of serious injuries immediately by telephone?
9. Have master maneuver damage report and map overlays been submitted to G2?

REDEPLOYMENT CHECKLIST  
Personnel and Administration

1. Have all SPOTREPS and Accident Reports (DA Form 285) been transmitted to G1 on accidents, injuries, and property damages?
2. Are all personnel (assigned/attached) accounted for by name and location?
3. Has a schedule been published for tours and recreation activities?
4. Have the following been published?
  - a. Off-limit areas.
  - b. Off-post pass policy.
  - c. Uniform policy.
  - d. Tactical vehicle control.
  - e. Courtesy patrol schedule.
5. Has coordination been made with Recreational Services to ensure maximum participation in tours and recreational facilities/activities?
6. Are facilities and supplies adequate for an effective athletic and recreation program?
7. Are the troops well informed?
8. Have reports of any dissidence and racial tension been submitted to the Provost Marshal?
9. Has the Staff Judge Advocate been notified if serious criminal misconduct has occurred on the part of military personnel or in any case involving civilians or property?
10. Have main body and rear party personnel been designated?
11. Do all personnel know their flight information?
12. Have individuals set aside a sharp uniform for redeployment?
13. Do personnel present a high standard of appearance?
14. Are opportunities for worship provided and is religious literature available for distribution on request?

15. Have postal personnel coordinated with the servicing Army postal unit concerning personnel remaining in country (hospital, confinement, etc.) (if applicable)?
16. Has an accurate list of all individuals redeploying been prepared?
17. Has coordination been conducted with AG concerning manifesting by flights?
18. Have all SIDPERS input documents been submitted?
19. Is daily liaison being maintained with G1 to verify flight schedules and personnel movement?
20. Are personnel manifested by correct UIC?
21. Has the troop (mission) commander submitted on validated copy of the flight manifest to the G3 EOC upon return to home station?
22. Are personnel accountability procedures established to ensure personnel accountability throughout redeployment?
23. Has Recreation Services equipment been turned in?
24. Are hospitalized personnel, medically evacuated personnel, and emergency leave personnel properly accounted for?
25. Has investigation (with names, places and dates) of alleged criminal misconduct occurring in the FRG been completed and forwarded to the proper authorities?
26. Have the proper authorities been contacted and has a waiver of their right to exercise criminal jurisdiction (for cases involving US military personnel and civilian interest) been received (if applicable)?
27. Are personnel aware of customs limitations?
28. Have plans been made to have lists of personnel redeploying to home station transmitted to the rear detachment at least 48 hours before arrival time is CONUS?
29. Is there an opportunity for each unit to receive special religious administrations, sacraments, and other appropriate services prior to travel?



REDEPLOYMENT CHECKLIST  
Security and Intelligence

1. Have all salvageable maps been inventoried and repacked in TAT for return to home station (classified maps - hand carried by designated courier)?
2. Does troop commander and NCOIC have a serial number listing of weapons, tripods, binoculars, etc., annotated with name of individual carrying same?
3. Have personnel flight manifests been annotated with classified courier's names, type weapon and number of rounds of ammunition, if ammunition is required?
4. Has all unnecessary classified material been destroyed?

REDEPLOYMENT CHECKLIST  
Logistics

1. Have all personnel, equipment, and vehicles been accounted for?
2. Have all sensitive items been accounted for and properly secured?
3. Is TAT weight and cube compatible with movement directive guidelines?
4. Are all personnel aware of TAT pickup schedule?
5. Has all redeploying material been cleaned and prepared for shipment in accordance with USDA inspection guidelines?
6. Are all personnel aware of baggage and personnel movement schedules?
7. Have uniforms and OCIE been inspected for serviceability?
8. Is the unit logistically prepared to operate independently for nine days?
9. Does the Officer-in-Charge have a listing of sensitive items in control of this platoon?
10. Have Class I requirements been confirmed for issue?
11. Has the Officer-in-Charge been briefed on life support systems available with host unit?
12. Has deploying unit performed all operator maintenance and equipment returned to unit?
13. Has the required maintenance been completed and equipment returned to the unit?
14. Are all personnel aware of pickup schedule for transportation to IOT/MOUT site?
15. Have transportation arrangements been confirmed by DTO?
16. Are points of contact known for return transportation from training site?

POST FTX/REDEPLOYMENT CHECKLIST  
Civil/Military Operations/Maneuver Damage

1. Have unit claims officers met final suspense for maneuver damage reports?
2. Have maneuver damage repairs been accomplished to maximum possible extent within unit capabilities?
3. Has master maneuver damage report been submitted?

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This guide has been developed as an easy reference  
 to Army Regulations of frequent use by Company Commanders.  
 USAREUR references have been included and apply only to  
 personnel in that theater.