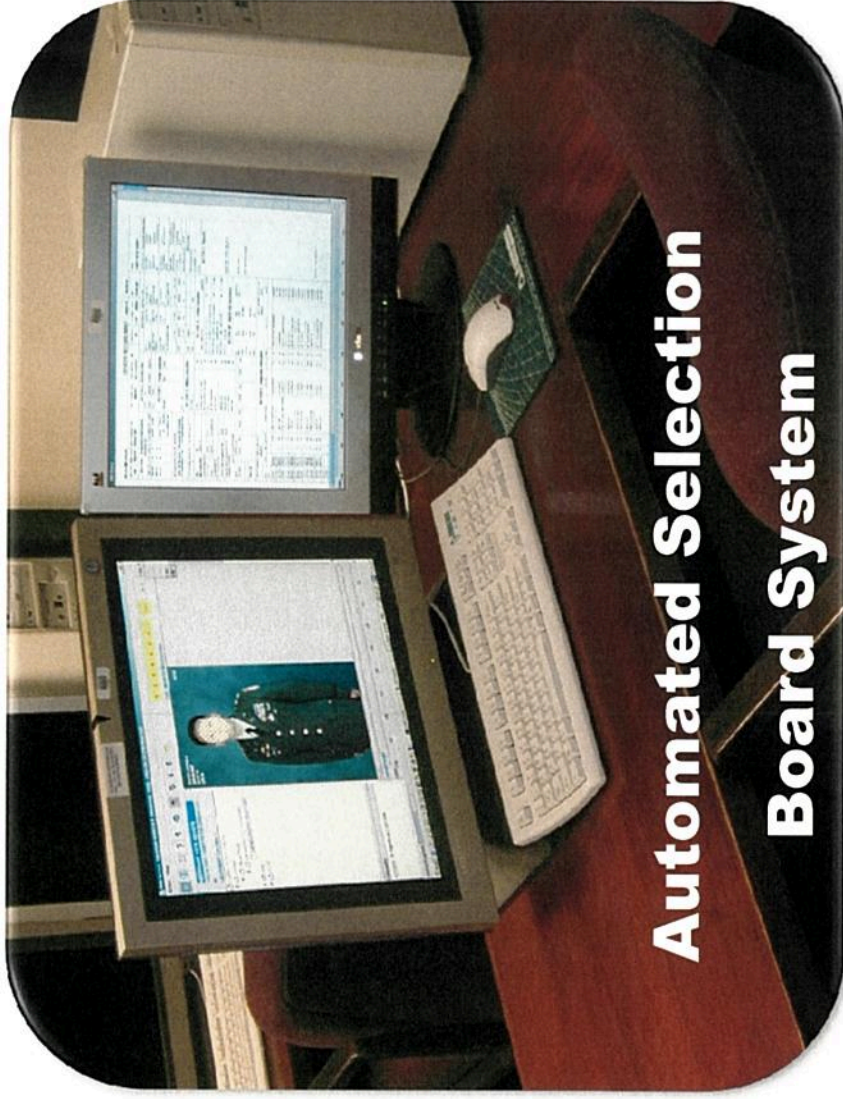


# My Officer Record Brief (ORB)

## Officer Record Brief (ORB)



**Automated Selection  
Board System**



# Keep Your File Updated

## Officer Record Brief (ORB)

- Ensure unit history, duty titles, and dates are correct (*no “incoming personnel”, “Known Losses”, “Excess Officer” and it matches your Evaluations*)
- DA Photo is current, taken at current rank
- Security clearance is valid (Secret/ 10 years, Top Secret/ 5 years)
- Awards match OMPF and DA Photo
- Military Education-1059s for all schools annotated
- Officer Evaluations are present, legible and error free
  - You can track evaluations on IWRs (<http://www.isdrad16.army.mil/iwrs/>)
  - Receipt dates in MILPER Message are concrete...don't miss it
- College Education- transcripts on hand, not the diploma
- DWELL time and deployments are correct and annotated
- Don't wait until the board meets to address your file
- Your file can be viewed at any time by HRC to determine eligibility for special assignments
- ❖ HRC is unable to update Security Clearance and Medical Data





# ORB



- Photo: current – ASU (deployment is no excuse)
- Physical: due annually, Medical Readiness, PUHLES
- EFMP: make sure it is up-to-date
- Security Clearance: TS – 5 yrs; Secret – 10 yrs
- Deployment and Dwell
- ASI's
- Schooling
- Assignment History
  - Units are understandable – Plain English
  - Duty Titles match your OERs

The ORB is YOUR resume!

**OFFICER RECORD BRIEF** AR600-8-104 CMAAOF-T1

ORB TYPE 2900	BRIEF DATE 20110620	FUNCTIONAL CATEGORY FORCE SUSTAINMENT	DESIG DATE 20041202	CNTL BRANCH BRDT/LEXPIRES	LG	COMPONENT RA	AD GRADE - ADOR LTC	SSN 20110501	NAME				
<b>SECTION I - Assignment Information</b>			<b>SECTION II - Security Data</b>			<b>SECTION III - Service Data</b>			<b>SECTION IV - Personal/Family Data</b>				
OVERSEAS / DEPLOYMENT / COMBAT DUTY	INVEST	SSBI	DTPSCG	20091202	RASD	Current PPN	19940804	End Current Tour	19940804	Date of Birth	19710924	Birthplace	MEXICO
End Date	CT	MO	S	T	NUMBER OF TOURS	Short	3	Long	2	Country of Cr	US	Spouse Birthplace/Cit	FLORIDA/US
20071207	IZ	12	1	C	DEROS	20040520	GM	45	C	Source of Orig Apt	ROTC-DMG	Height/Weight	74/204
20071022	IZ	15	1	C	NA	eMILPO Tour Data	GM	12	1	No Dependent Adults/Children	01/02	Religion	BAPT-CH-OTHER
20040520	GM	45	C	L	Language		GM	26	C	Marital Status	MARRIED	Spouse Birthplace/Cit	FLORIDA/US
20040209	IZ	12	1	C			GM	26	C	Pulhes/Date	11111/20100127	Height/Weight	74/204
20000817	GM	26	C	L			GM	26	C	Home of Record at Ead	TEXAS	Mailing Address	
<b>SECTION V - Foreign Language</b>			<b>SECTION VI - Military Education</b>			<b>SECTION VII - Awards and Decorations</b>			<b>SECTION VIII - Awards and Decorations</b>				
Date Dependents Arrived OS	DLAT	CSC GRAD	Course	Year	Level Completed	Discipline	History	Discipline	History	Discipline	History	Discipline	History

<b>Tour Credit Should Match OSR</b>											
INSTITUTION OH, USAF INST TECH DAYTON MS A YR 2005 DISCIPLINE LOGISTICS, MGT INSTITUTION NM, EASTRN NM U, PORTALES BS E YR 1994 DISCIPLINE HISTORY INSTITUTION YR DISCIPLINE											
<b>SECTION VIII - Awards and Decorations</b> BSM - 3 ICMS- 5 PARRIGBD- MSM - 1 GWOTE- ARCOM- 2 GWOTS- 1 AAM - 4 HSM - 1 MUC - 2 ASR - 1 NDSM - LOSR - 5 AFEM - 1 PRCHTAD-											

ASGT		FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	Date of Last OER	Orig Zip Code
Current	20100424	HR COM	04	0215	WBED	FT KNOX	1KY	FA	LTC ASSIGNMENTS OFFICER	20100213	40121
1st Prev	20091207	BSB 1CD III CORPS	12	0215	BSB 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
2nd Prev	20081210	BSB 1CD III CORPS	10	0215	BSB 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
3rd Prev	20080214	BSB 1CD III CORPS	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
4th Prev	20071023	HHC SUS BDE 1CD III CORPS	15	0915	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	GENERAL SUPPLY OFFICER		
5th Prev	20060907	HHC SUS BDE 1CD III CORPS	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	GENERAL SUPPLY OFFICER		
6th Prev	20060530	HHC SUS BDE 1CD III CORPS	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	GENERAL SUPPLY OFFICER		
7th Prev	20040209	HHC SPT GRP V CORPS	03	0315	HHC SPT GRP V CORPS	HANAU	GM	E5	PLANS & OPS OFFICER		
8th Prev	20030701	HHC SPT GRP V CORPS	08	0016	HHC SPT GRP V CORPS	HANAU	GM	E5	PLANS & OPS OFFICER		
9th Prev	20030228	QMS CO DS V CORPS	05	0026	QMS CO DS V CORPS	HANAU	GM	E5	COMMANDER (FWD IZ)		
10th Prev	20020501	QMS CO DS V CORPS	08	0028	QMS CO DS V CORPS	HANAU	GM	E5	COMMANDER		
11th Prev	20010506	HHD CSB V CORPS	11	0485	HHD CSB V CORPS	HANAU	GM	E5	COMMANDER		
12th Prev	20000718	HHC CSB V CORPS	11	0016	HHC CSB V CORPS	HANAU	GM	E5	S2S3		
13th Prev	19980707	HHC SIG BN 5 SIGCMD	24	0072	HHC SIG BN 5 SIGCMD	HANAU	GM	E5	SUPPLY MANAGEMENT OFFICER		
14th Prev	19950816	HHC, SIS BN, XVIII ABN	03	0530	HHC, SIS BN, XVIII ABN	FT BRAGG	1NC	FC	S4		
15th Prev	19950816	HHC CO (AS) XVIII ABN	21	0612	HHC CO (AS) XVIII ABN	FT BRAGG	1NC	FC	AERIAL DELIVERY OFFICER		
16th Prev	19950303	QM CO (AS) XVIII ABN	05	0612	QM CO (AS) XVIII ABN	FT BRAGG	2NC	FC	EXECUTIVE OFFICER		
17th Prev											
18th Prev											
19th Prev											







**OFFICER RECORD BRIEF** AR600-3-104 CMAAOF -T1

ORB TYPE 2900	BRIEF DATE 20110820	FUNCTIONAL CATEGORY FORCE SUSTAINMENT	DESIG DATE 20041202	CNTL BRANCH BR DTJ/EXPIRES	LG	COMPONENT RA	AD GRADE - ADOR LTC	SSN 20110501	NAME																	
<b>SECTION I - Assignment Information</b>			<b>SECTION II - Security Data</b>			<b>SECTION III - Service Data</b>			<b>SECTION IV - Personal/Family Data</b>																	
End Date	CT	MO	S	T	C	INVEST	SSBI	DTEINV	20091113	DTPSCG	20091202	Basic Date of Apt	19940609	US	19940804	Source of Orig Apt	ROTC-DMG	19940804	Country of CA	US	Date of Birth	19710924	Birthplace	MEXICO		
20071022	IZ	15	1	C	Short- 3	Long- 2	CLNC	TS-SCI	<b>SECTION V - Foreign Language</b>			Mo/Days Aics	208	208	208	Type of Orig Apt	USAR	No Dependent Adults/Children	01/02	Religion	BAPT-CH-OTHER	Spouse Birthplace/Cit	FLORIDA/US	Height/W/Weight	74/204	
20040520	GM	45	C	L	NA	Language	L	S	R	YMPTL	<b>SECTION VI - Military Education</b>			2LT-WO1	1LT-CW2	CPT-CW3	MAJ-CW4	Mental Status	MARRIED	FLORIDA/US	Spouse Birthplace/Cit	FLORIDA/US	Height/W/Weight	74/204		
20000817	GM	26	C	L	CBT-3	OPN-0	RES-0	Dwell Start	20091207	Dwell Mo-Days	17Mo 19D	DIAT	<b>SECTION VII - Awards and Decorations</b>			DDOR	19940804	19960804	19980901	20050301	DDOR	19940804	19960804	19980901	20050301	
Date Dependents Arrived OS			Career Field Information - Comm/Insured/AMEDD/Warrant			BR Code/Mod/Mos/1P/mos			Fncrl Area/Mod/Mos/2/Smos			Fncrl Area/Mod/Mos/3/Smos			Fncrl Area/Mod/Mos/4/Smos			Fncrl Area/Mod/Mos/5/Smos			Fncrl Area/Mod/Mos/6/Smos					
90			92			92			92			92			92			92			92			92		
A			A			A			A			A			A			A			A			A		

**Military Education Should Accurately Reflect MEL and be Supported with AER/Certificates**

ASBJ	PROJ	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	Date of Last OER	Orig Zip Code
1st Prev	20100424	20091207	04	0215	HR COM	FT KNOX	1KY	FA	LTC ASSIGNMENTS OFFICER	20100213	40121
2nd Prev	20081210	20081210	12	0215	BSB 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
3rd Prev	20080214	20080214	10	0215	BSB 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
4th Prev	20071023	20071023	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
5th Prev	20060807	20060807	15	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
6th Prev	20060530	20060530	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
7th Prev	20040209	20040209	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
8th Prev	20030701	20030701	08	0016	HHC SPT GRP V CORPS	HANAU	GM	GM	PLANS & OPS OFF (FWD IZ)		
9th Prev	20030228	20030228	05	0026	HHC SPT GRP V CORPS	HANAU	GM	GM	COMMANDER (FWD IZ)		
10th Prev	20020501	20020501	09	0028	OMS CO DS V CORPS	HANAU	GM	GM	COMMANDER		
11th Prev	20010506	20010506	11	0485	OMS CO DS V CORPS	HANAU	GM	GM	COMMANDER		
12th Prev	20000718	20000718	11	0016	HHC CSB V CORPS	HANAU	GM	GM	COMMANDER		
13th Prev	19980707	19980707	24	0072	HHC SIG BN 5 SIGCMD	HANAU	GM	GM	COMMANDER		
14th Prev	19970725	19970725	03	0530	HHC SIG BN 5 SIGCMD	MANNHEIM	GM	GM	COMMANDER		
15th Prev	19950816	19950816	21	0612	HHC SIG BN 5 SIGCMD	FT BRAGG	1NC	FC	SUPPLY MANAGEMENT OFFICER		
16th Prev	19950303	19950303	05	0512	QM CO (AS) XVIII ABN	FT BRAGG	2NC	FC	AERIAL DELIVERY OFFICER		
17th Prev					QM CO (AS) XVIII ABN	FT BRAGG		FC	EXECUTIVE OFFICER		
18th Prev					QM CO (AS) XVIII ABN	FT BRAGG		FC	PROPERTY BOOK OFFICER		
19th Prev								FC			

<b>SECTION VIII - Awards and Decorations</b>											
ISM -	3	ICMCS-	5	PARR/GBD-							
MSM -	1	GWOTE-	1								
ARCOM-	2	GWOTS-	1								
AAM -	4	HSM -	1								
MUC -	2	ASR -	1								
NDSM -	2	OSR -	5								
AFEM -	1	PRCHTAD-									
<b>SECTION IX - Assignment Information</b>											
ASBJ	PROJ	FROM	MO	UNIT NO	ORGANIZATION	STATION	LOC	COMD	DUTY TITLE	Date of Last OER	Orig Zip Code
1st Prev	20100424	20091207	04	0215	HR COM	FT KNOX	1KY	FA	LTC ASSIGNMENTS OFFICER	20100213	40121
2nd Prev	20081210	20081210	12	0215	BSB 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
3rd Prev	20080214	20080214	10	0215	BSB 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
4th Prev	20071023	20071023	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
5th Prev	20060807	20060807	15	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
6th Prev	20060530	20060530	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
7th Prev	20040209	20040209	03	0015	HHC SUS BDE 1CD III CORPS	FT HOOD	1TX	FC	EXECUTIVE OFFICER		
8th Prev	20030701	20030701	08	0016	HHC SPT GRP V CORPS	HANAU	GM	GM	PLANS & OPS OFF (FWD IZ)		
9th Prev	20030228	20030228	05	0026	HHC SPT GRP V CORPS	HANAU	GM	GM	COMMANDER (FWD IZ)		
10th Prev	20020501	20020501	09	0028	OMS CO DS V CORPS	HANAU	GM	GM	COMMANDER		
11th Prev	20010506	20010506	11	0485	OMS CO DS V CORPS	HANAU	GM	GM	COMMANDER		
12th Prev	20000718	20000718	11	0016	HHC CSB V CORPS	HANAU	GM	GM	COMMANDER		
13th Prev	19980707	19980707	24	0072	HHC SIG BN 5 SIGCMD	HANAU	GM	GM	COMMANDER		
14th Prev	19970725	19970725	03	0530	HHC SIG BN 5 SIGCMD	MANNHEIM	GM	GM	COMMANDER		
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17th Prev					QM CO (AS) XVIII ABN	FT BRAGG		FC	EXECUTIVE OFFICER		
18th Prev					QM CO (AS) XVIII ABN	FT BRAGG		FC	PROPERTY BOOK OFFICER		
19th Prev								FC			









# 244TH QM BN Leadership Guide

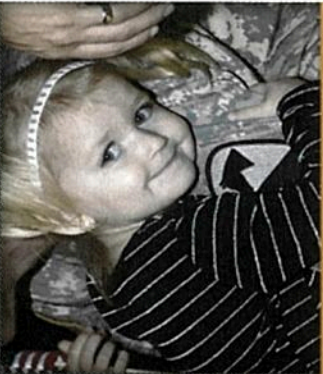


THE STRENGTH  
OF THE NATION  
IS OUR ARMY,

THE STRENGTH  
OF OUR ARMY  
IS OUR SOLDIERS,



THE STRENGTH  
OF OUR SOLDIERS  
IS OUR FAMILIES.



AMERICA'S ARMY:  
THE STRENGTH OF THE NATION™



# Enlisted Career Path

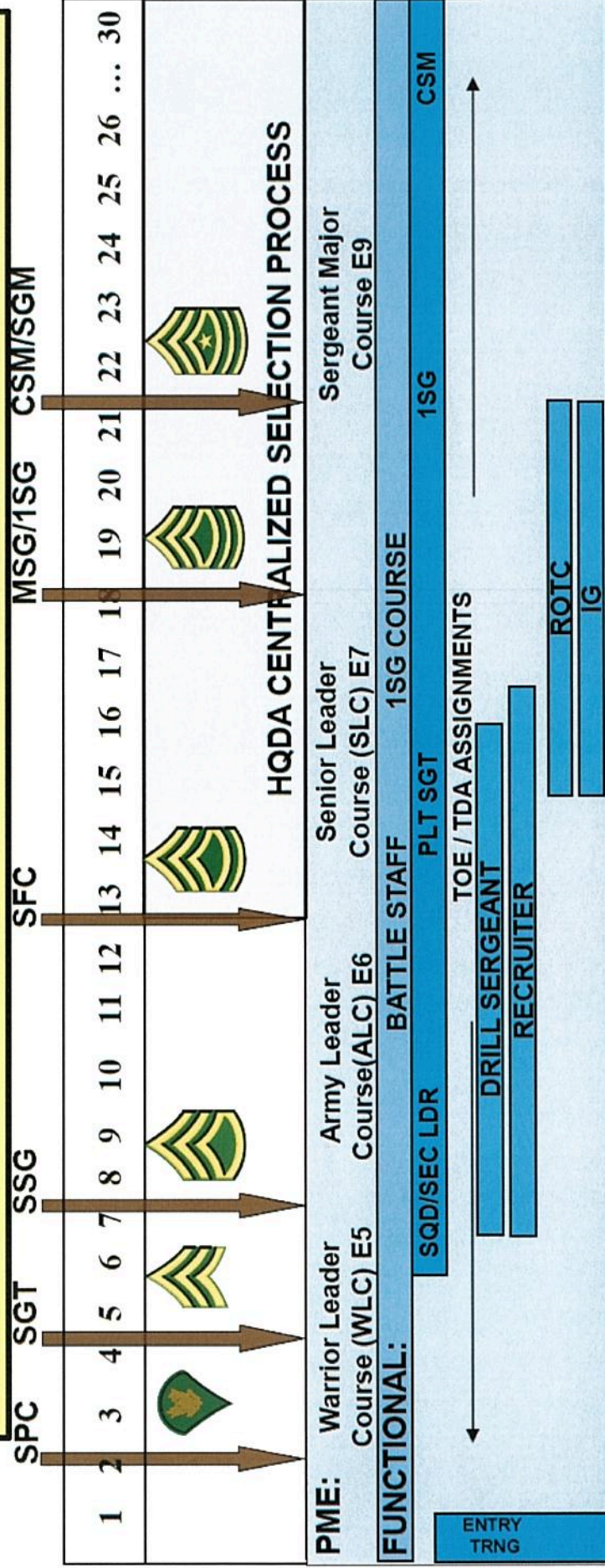




U.S. ARMY

# Developing Enlisted Cognitive Skills

“NCOs are accomplished professionals, via military and civilian education, operational experience, and self development, who continue to develop personally and professionally to become outstanding leaders”



**CIVILIAN EDUCATION BOARD GUIDANCE:** Pursuit of civilian education above the high school level concurrent with duty is indicative of dedication to self-improvement, effective time management, and potential of academic success

### Enlisted Professional Development

- Development along two paths
- Professional Military Education (PME)
- Developmental Assignments
- Merit-based promotion & selection processes
- Soldiers have control over their careers
- Classification / re-classification
- Special Assignments
- Seek out & excel in challenging positions
- Nominative Assignments









# SENIOR RATER PACKAGE

## Hammer 6 31D BDE CDR (In Afghanistan)



## Things Your Boss Wants You to Know

- Understand intent 2 levels up – Understand issues 2 levels down
- What is important? – Don't know, Ask
- Don't make excuses
- Do more than is expected
- Anticipate problems
- Handle problems yourself
- Offer Solutions to problems you can't handle – seek guidance
- Be punctual
- Get to know and get along with your peers
- Be discreet
- Don't deceive
- Never lapse in courtesy or bearing
- Choose your battles carefully
- Develop a sense of timing
- Never shoot a messenger
- Don't hold a grudge
- Make no assumptions
- Never, ever lose your cool
- Remain positive in the face of adversity
- Understand Boss Language (“If it's no too much trouble...”)
- Maintain commo up, down, left, and right
- Never, ever quit – You are a professional

2

## Thoughts, Tips, and Immutable Truths

- Set the example at work, at home
- Model ethical behavior
- Treat others with dignity and respect: consider “The Marne Officer”
- Be humble, be the anonymous hero
- Treat every job as if it is your last job... better yet, re-define “success” in your career and your life – now; immediately
- Re-connect with, re-invigorate your relationship, re-select a mentor
- Reconsider your memberships with professional organizations
- Teach your young leaders:
  - To not expect awards
  - To never feel sorry for Soldiers; but to care for them
  - To “Take the Shot”

3



# Guidance to Raters

(and mass counseling<sup>7</sup> for Senior Raters)

Important to note:

This –

“Guidance...” is **not**

- a checklist; a report card
- the be-all, end-all method of “block checking”

“Guidance...” is

- a general description of what is important to me (and today’s Army)
- meant for you to consider, and then “look in the mirror”
- **primarily a counseling tool** for you, your rater, and me

# Guidance to Raters

(reference Majors)

## The ACOM Officer

- **Is Ready Now**
  - This Officer is mature enough and proficient to the degree he or she could immediately assume duties as a senior leader in a dangerous and critical duty position...could immediately be BN TF or LTC –level commander/senior leader – My vote
- **Thinks Two Levels Up**
  - Can see the big picture
  - Sees things from other than his or her own position
- **Takes the Shot**
  - Maturely accepts criticism
  - Not defensive when behavior, attitude, judgment, or area of responsibility is critiqued or singled out for correction; does not transfer criticism to his or her organization; does not overreact; does not pout



## The ACOM Officer

- **Chooses Battles Carefully – Represents his Cdr's Psn**
  - Does not fight things because they are new or different than how he or she has done them before or different than how he or she would like to do them. Can Adapt/Learn
  - Knows what things are really important
  - Can sort integrity vs. difference of opinion
  - Has a sense of timing on when to "battle"
  - Is effective at the "emotion-less argument"
  - Can effectively present the BDE Staff's psn back to the Cdr
- **Offers Solutions to Problems he or she can't handle**
  - Doesn't pass problems to the boss and then wait for new directions and policies

## The ACOM Officer

- **Gets along with, knows, and takes care of peers.**
  - Is a true team player (ties in with "big picture")
  - Works well outside his or her unit with officers of the same rank  
...A team player with FGs both within and outside his BN
  - Shares lessons learned – allows others to learn from his mistakes
  - Can influence his or her peers through compromise and working around personal feelings.
- **Is comfortable and remains positive in the face of adversity and change.**
  - Doesn't let his or her personal emotions get the better of them.
  - Realizes having a positive attitude is a combat multiplier.
  - Accepts negative conditions as part of the situation; doesn't internalize negative conditions (take it personally); immediately looks for opportunities under current conditions.

## The ACOM Officer

- **Is an effective Communicator**
  - Excellent speaker, writer, briefer.
  - Thinks before speaking; Doesn't "shoot from the hip".
  - Effectively uses brevity in written and spoken communications
  - Can articulate problems/challenges in an easily understood manner
- **Can help articulate his Cdr's intent (BN & BDE) to subordinates, contemporaries and higher HQs.**

## The ACOM Officer

- **Truly Tactically and Technically Proficient**
  - **A master at his trade- both doctrine and current TTPs.**
  - Understand the language of our profession and can teach subordinates.
- **Imagination and Problem Solving**
  - Can identify problems.
  - Is able to present novel and innovative solutions to problems.
  - **Looks beyond immediate impact, can step back and see 2<sup>nd</sup> and 3<sup>rd</sup> order effect.**
  - Sees a problem and acts within the Cdr's guidance.
- **Is humble**
  - Gives more credit for success to the unit than to themselves.



## The ACOM Officer

- “ **Answers the Mail**” – **BE THE IRON MAJOR**
  - ALWAYS delivers on requests, queries, directions orr seeks clarification and then delivers.
  - ALWAYS seeks closure of issues; runs them to ground.
  - Gives more credit for success to the unit than to themselves.
  - NEVER selective in task/RFI response, compliance or accomplishment.

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## Hammer 6's Approach to Senior Rating

- Managing a profile is tough...there are more ACOM-worthy officers than ACOMs to give.  
**DO NOT HAVE A PROFILE- CAN NOT UNDO PREVIOUS REPORTS**
- I do no believe nor subscribe to the ‘one to grow on’ approach-  
**Have to vote on people based on the psn they are in.** (KD is key factor)
- **The Army expects me to cast a vote with each OER on...**
  - Promotion not an issue
  - Which MAJ's should, without question, be selected to LTC-level Command/Command-equivalent.
  - Which MAJs should compete for key duties that best fit their skill and abilities....JS, etc.

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## Hammer 6's Approach to Senior Rating

- Each of my word entries will quantify relative position and specifically discuss schooling, promotion, and potential.
- I'll pump-up those tough "cusp" COM ratings as appropriate, with very strong language and "situation-unique" quantification- every job and branch looks at ratings in certain positions differently. ( BCT Staff versus S3/XO)
- My goal is...
  - All officers succeed and are promoted
  - All officers have an opportunity to contribute to the best of their ability
  - The best qualified officers are competitive for Cmd

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## Overarching Guidance, Requests, and Recommendations

- Take time now to re-evaluate *why* you serve...
  - It may be different now...
  - It may need to be different.
  - Find your motivation and re-commit for the long haul.

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## Blanket Guidance

- There are new expectations of you as a Major – it is automatic.
- People (seniors) will watch you, form impressions, and pass judgment.
- Establish, as your life habit, a “personal package” that routinely makes a great first impression,
- Sustain this (these) life habits(s).

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## Suggested Elements of this “Package”

- Humility
  - Self- effacing personal comments.
  - Minimize stories about yourself.
  - Be quick to compliment.
  - Accentuate the positive in people and situations whenever possible.
  - Kick butt, chew tail, crush folks when you must; but if the act of doing so doesn't bother you, something is wrong.

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## More Elements....

- Work Ethic
  - No getting around it: a Major is expected to have a faster rate, greater volume, and higher quality of output than a Captain, It is simply *expected*.
  - Majors *always* answer the mail.
  - Majors “ find Garcia.”
  - In the great scheme of life, you are only a Major a brief time, so... “row well and live.”

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## More Elements...

- Listening
  - You're now the author of critical documents (memo's, plans, orders, etc..) that can impact hundreds, thousands of lives or influence policy.
  - You may have to begin writing from a position of being “ clueless.”
  - Listen to guidance and instructions from your boss...use his words; give his words back to him. Listen and use what you hear!
  - Tip: Tough boss/little guidance/nothing to listen to? Maintain contact by passing early drafts and requesting azimuth checks.

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## More Elements...

- Personal Behavior:
  - Even higher expectation; more lower tolerance for lapses in judgment.
  - Bottom-line: you're the officer that never stray from the straight and narrow that stays sober...and looks after/helps prevent other folks' lapses in judgment.
  - Ask yourself...how would this look to my Soldier? My spouse? How would it look or sound on the evening news?

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## More Elements...

- Personal Appearance:
  - Can't overstate impact on first impression.Has to become your lifestyle to work right...
  - Applies to uniforms and personal attire.Learn what casual, informal, semi-formal and formal mean, When in doubt, "over-dress."
  - Every now and then you gotta buy new t-shirt (smile)...(see/note tips).
  - Good personal hygiene is a given; don't ever let it slip; even under the worst conditions of deployment and combat. This will be expected of you.

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## Tips on Personal Appearance (uniforms)

- Items recommended for field grades to have on hand (you may want to budget over the next year periodic purchase of these items):
  - Blues that fit. This will be the base element of our uniform: the Army Service Uniform. Consider multiple uniform elements and multiple accessories so you can have uniforms hanging in the closet, "ready."
  - A black windbreaker that fits; belted raincoat that fits (go one size larger on both).
  - "Scrambled eggs" for blue cap (even though the ASU call for the beret: you may need a cap for formal wear).
  - A black sweater that fits
  - Re-furbish ACU's, T-Shirts, velcro, patches, boots as necessary. You *will* set the standard.

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## Tips on Personal Appearance ( in civilian clothes)

- Stuff maybe nobody ever told you:
  - The tip of the tie touches the top of the belt
  - Belt matches shoes, socks match trousers
  - Caps/hats are not worn indoors
  - Purchase, have clean, pressed and ready the "unofficial social uniform ( example for males):
    - Dark Blue Blazer
    - Khaki ad gray slacks; good dress shoes
    - Cotton white shirt; a tie or two that spouse or someone you trust selects.
  - *Think* about what you'll wear on TDY and travel (dress up you're an adult now).
  - Consider the purchase of a quality dark "business" suit (male and female) if you do not own one.

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## Tips on Social Awareness

- Don't ignore the spouse; don't ignore the kids.
- Introductions....
- The Hello and The Goodbye...now a lost art...that will set you apart.
- RSVP's and thank you notes.
- "Love the one your with" – your assigned unit.
- Beware of "bumper stickers" – don't let other judge you by a "label."

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## Closing

- It's your professional reputations; it is built in combat and in garrison/headquarters environments.

- It's a "package"

### **PERSONAL**

- People are talking about you now
- People will talk about you forever

### **PROFESSIONAL**

- You have an image to live up to, a legacy to leave. Raise the next generation right.

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## Command Philosophy

- Live the Warrior Ethos 24x7
  - It is our standard of behavior; in Garrison and deployed; Soldiers and Army Civilians.
- Train to competence and confidence
  - This will drive how long you train, the priorities of tasks, and what resources you need; remember, there's a difference between competence and confidence...seek both/train to achieve both based on your mission and conditions.
- Raise the next generation of Soldiers, Army Civilians and Army Families
  - Care for them, empower them to take care of themselves, help them grown in this institution; apply the customs and traditions of regiments, this Division and the Army; teach unit histories and involve veterans all efforts made in the hope they will be encouraged to stay.

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