

# Leader's Book

**1214th Forward Support Company (FSC)  
1-214<sup>th</sup> Field Artillery (FA) Battalion  
78<sup>th</sup> Homeland Response Force (HRF)  
Georgia Army National Guard**



*"Strive for excellence in EVERY activity. 'Good enough' is never good enough until it is the best that you can do. Whenever you settle for anything less than your best, you're cheating yourself, your Soldiers, our Army, and this great country."  
~ Colonel Ralph Puckett*

## **Creed of the Noncommissioned Officer**

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored Corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind-accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both punishment and rewards.

Officers in my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as those of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking the appropriate action in the absence of orders. I will not compromise my integrity nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned officers, leaders!

# ARMY



**LEADER  
TRAINER**

***THE NCO***

*"It is by the fighting man's determination and "guts" that the enemy is conquered in close combat. It is this man, more than the machines of war, who brings success in battle." - The Noncom's Guide, 1954, p.62*

*These are the times that try men's souls: The summer Soldier and the sunshine patriot will, in this crisis, shrink from the service of their country; but he that stands it NOW deserves the love and thanks of man and woman. Tyranny, like hell, is not easily conquered; yet we have this consolation with us, that the harder the conflict, the more glorious the triumph.*

*~Thomas Paine*



*Many years ago, as a cadet hoping some day to be an officer, I was poring over "The Principles of War," listed in the old Field Service Regulations, when the Sergeant-Major came upon me. He surveyed me with kindly amusement. "Don't bother your head about all them things, me lad," he said. "There's only one principle of war and that's this. Hit the other fellow, as quick as you can, and as hard as you can, where it hurts him most, when he ain't looking!" - WWII Field-Marshal Sir William Slim, Defeat into Victory, pp. 550-551*

*"The Speed of the Boss, is the Speed of the Team"*

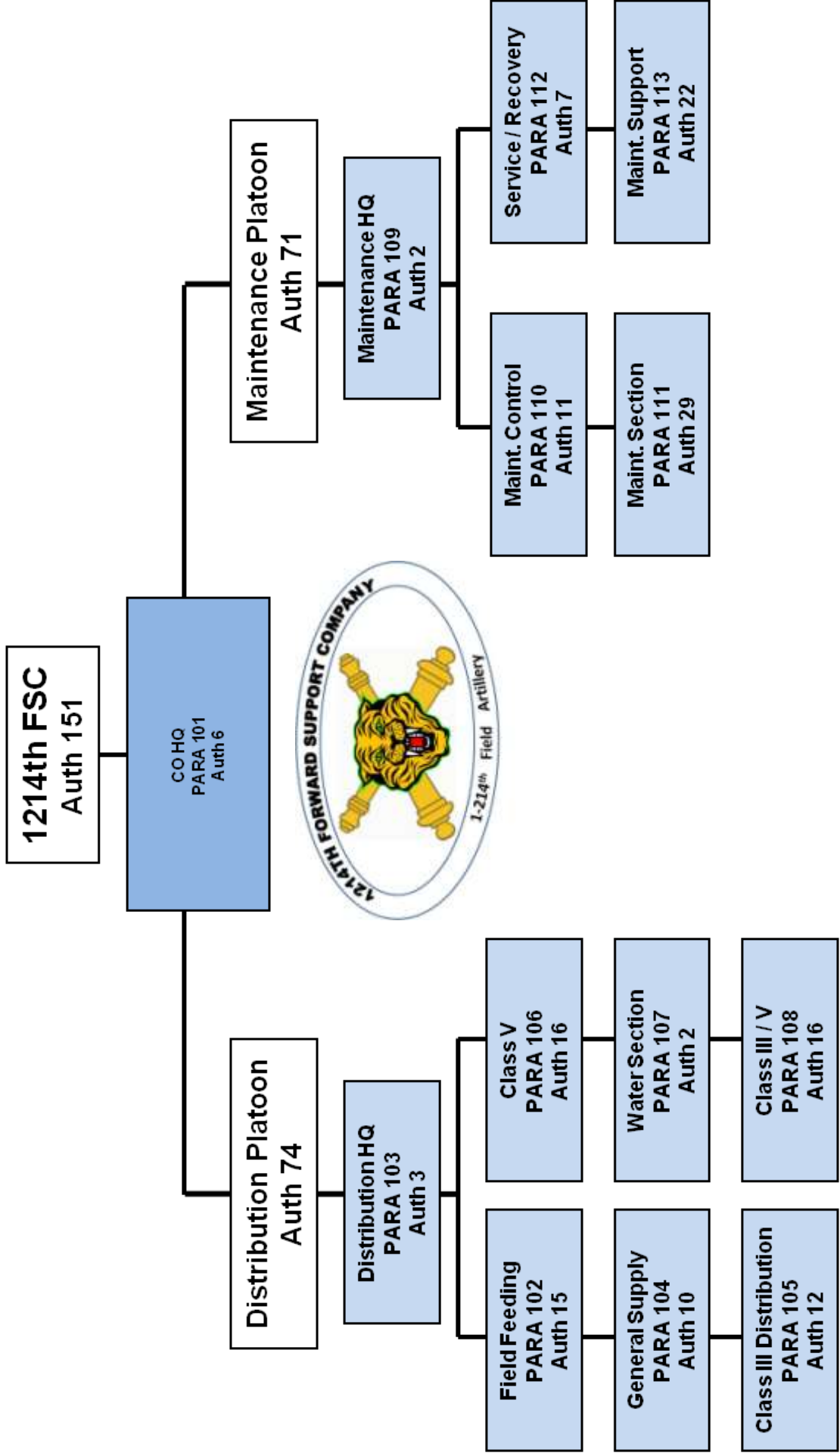
*"Anything Worth Doing is Worth Rehearsing"*

*Battles are won by the infantry, the armor, the artillery, and air teams, by soldiers living in the rains and huddling in the snow. But wars are won by the great strength of a nation – the soldier and the civilian working together.*

*General of the Army Omar N. Bradley*

# 1214th Forward Support Company

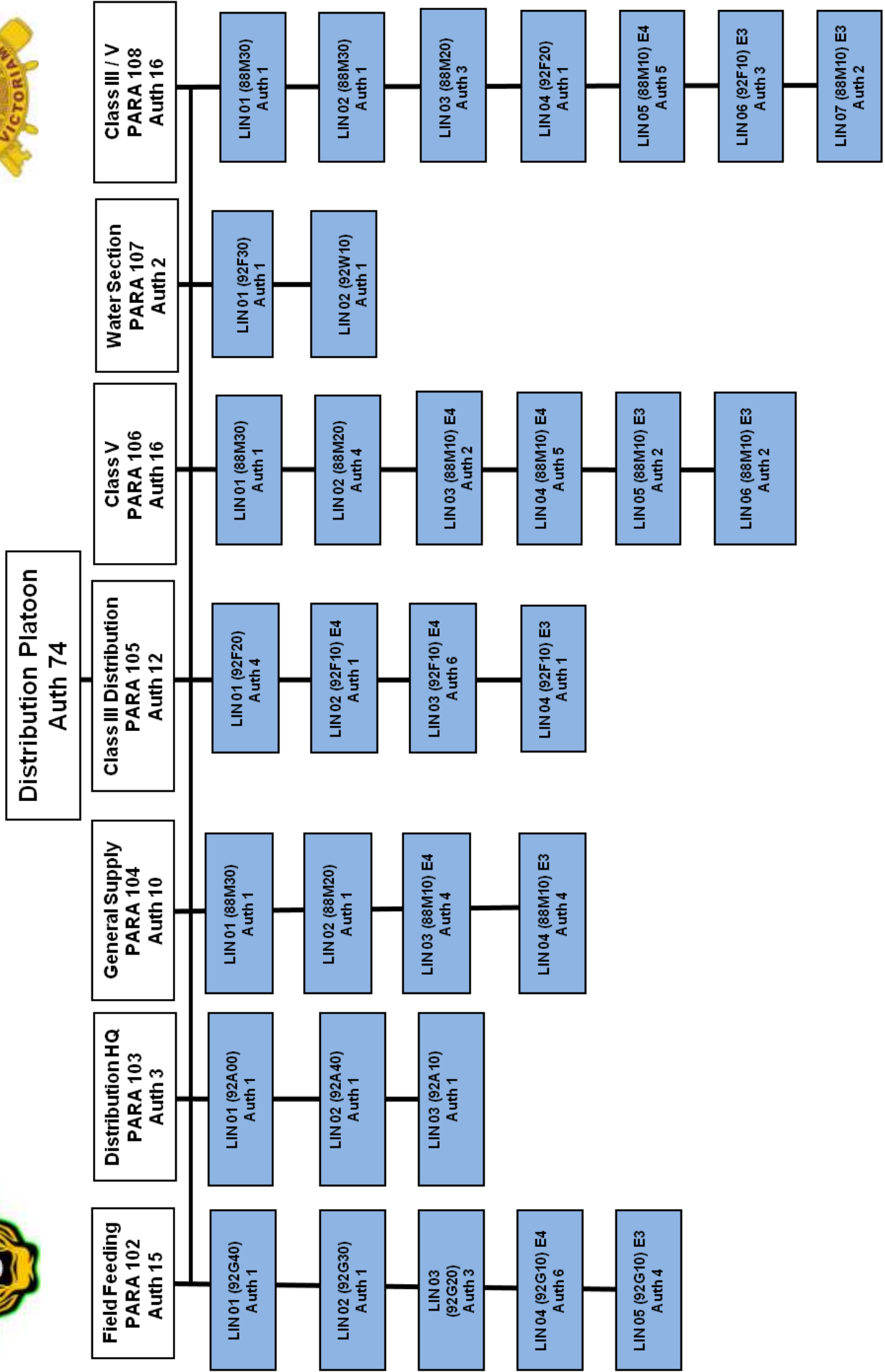
## What do we look like?







# Distribution Platoon

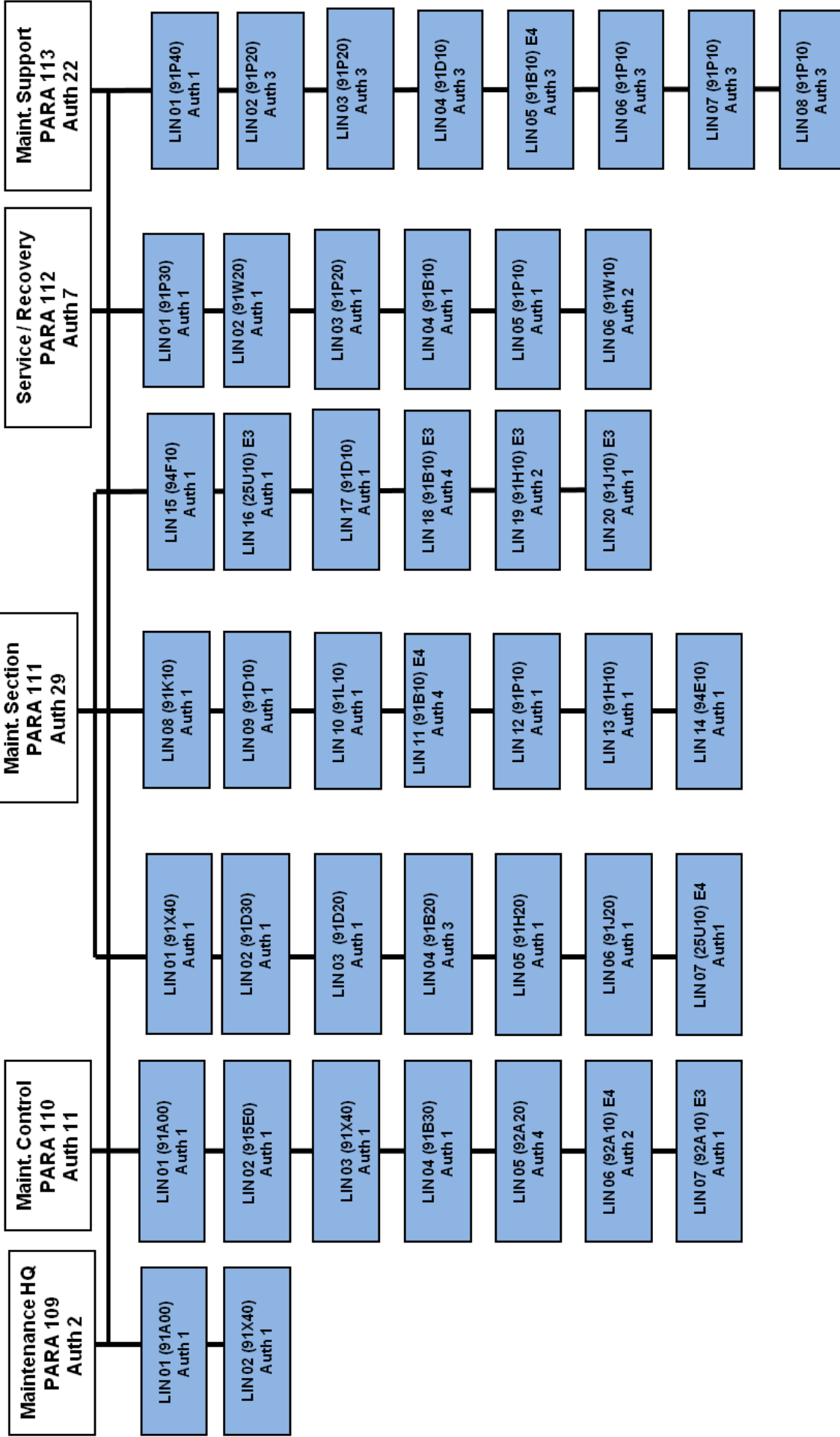




# Maintenance Platoon



## Maintenance Platoon Auth 71 / OH 48



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# Personnel Data



# CHAPTER 1

*"According to Polybius [c. 200 BC], the men the Romans chose as their centurions were those who could keep cool in an emergency."  
~ The Army of the Caesars, p.xxxiii*

Soldier's Privacy Act Statement  
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# Daily Personnel Status

	Off	W/O	NCO	ENL	Total
Authorized:	_____	_____	_____	_____	_____
Assigned:	_____	_____	_____	_____	_____
Absent for Duty:	_____	_____	_____	_____	_____
Present for Duty:	_____	_____	_____	_____	_____

AWOL: \_\_\_\_\_

Absent Leave: \_\_\_\_\_

Split Prior: \_\_\_\_\_

Rep Training: \_\_\_\_\_

Pending Separation: \_\_\_\_\_

ING: \_\_\_\_\_

Other: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

*The most impressive thing about any Army is the individual Soldier. He will always be the one responsible for taking and holding the ground in support of our foreign policy, mission, goals, and objectives. Even with sophisticated technology and advanced equipment, an Army cannot fight, sustain, and win a war without individual, quality Soldiers.*

~SMA Glen E. Morrell



# Soldier Data Sheet In-processing

NAME : \_\_\_\_\_  
RANK : \_\_\_\_\_ DOR : \_\_\_\_\_ SSN : \_\_\_\_\_  
BASD : \_\_\_\_\_ ETS : \_\_\_\_\_ DOB : \_\_\_\_\_ MOS: \_\_\_\_\_  
TIG : \_\_\_\_\_ TIS : \_\_\_\_\_ Promotable: YES / NO Points: \_\_\_\_\_  
Weight: \_\_\_\_\_ Height : \_\_\_\_\_ Hair : \_\_\_\_\_ Eyes : \_\_\_\_\_ Age : \_\_\_\_\_  
Religion: \_\_\_\_\_ Blood Type: \_\_\_\_\_

MARITAL STATUS : MARRIED / SINGLE / DIVORCED / SEPERATED

SPOUSE'S NAME : \_\_\_\_\_ EFMP : YES / NO

CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO

CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO

\*Add additional Children to Reverse

Home Phone#: \_\_\_\_\_ Alt. Phone # : \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Next of Kin (NOK): \_\_\_\_\_ Phone #. : \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

POV Make : \_\_\_\_\_ Model : \_\_\_\_\_

Year : \_\_\_\_\_ Color: \_\_\_\_\_ Lic. Plate # : \_\_\_\_\_

POST DECAL # : \_\_\_\_\_ Ins. Company: \_\_\_\_\_ EXP Date : \_\_\_\_\_

Date WLC : \_\_\_\_\_ BNCOC : \_\_\_\_\_ ANCOC : \_\_\_\_\_

Date Accident Avoidance: \_\_\_\_\_ Date Driver's Training: \_\_\_\_\_

Date Last APFT: \_\_\_\_\_ Score : \_\_\_\_\_ Push Up : \_\_\_\_\_ Sit Up : \_\_\_\_\_ Run: \_\_\_\_\_

Date Weigh In: \_\_\_\_\_ Body Fat % : \_\_\_\_\_ Profile: T / P \_\_\_\_\_

Weapon # : \_\_\_\_\_ Weapon Serial# : \_\_\_\_\_

Date Weapon Qual: \_\_\_\_\_ Type : \_\_\_\_\_ Qualified: MARK / SHARP / EXPERT

Date qualified Crew Served Weapon: \_\_\_\_\_ Type(s): \_\_\_\_\_

Mask Size: \_\_\_\_\_ Mask# : \_\_\_\_\_ Insert Required: YES / NO NBC Suit Size: \_\_\_\_\_

ACU Coat Size: \_\_\_\_\_ TrouserSize: \_\_\_\_\_ Hat Size: \_\_\_\_\_ Boot Size: \_\_\_\_\_

Awards: \_\_\_\_\_

Date Last GCM: \_\_\_\_\_ Date Last NCOER/E4 Word Picture: \_\_\_\_\_

Rater: \_\_\_\_\_ Senior Rater: \_\_\_\_\_ Reviewer: \_\_\_\_\_

Remarks:





# Personal Checklist / Birth Month Review

Document / Task	Updated (YES / NO)
DA 2-1	
DD Form 93	
SGLV 8286, SGLV 8286A	
RPAM Statement	
DA Form 5960	
Family Care Plan	
NGB 590	
DD Form 2760	
PQR	
CEI	
LOD	
PHA Part I-III	
Review Med Profiles	
Review MEDPROS	
Dental Exam	
Update Alert Roster	
Inventory OCIE	
Update hand receipts	











# **The Counseling Process**

Identify the need for counseling.

## **Prepare for counseling:**

Select a suitable place

Schedule the time

Notify the subordinate well in advance

Organize information

Outline the components of the counseling session

Plan counseling strategy

Establish the right atmosphere

## **Conduct the counseling session:**

Open the session

Discuss the issue

Develop a plan of action (to include the leader's responsibilities)

Record and close the session

## **Follow up:**

Support plan of action implementation.

Assess the plan of action.



**LEADERS ARE  
RESPONSIBLE FOR  
THE SOLDIER'S  
PROFESSIONAL  
GROWTH AND  
DEVELOPMENT.**



# Counseling Worksheet (page 1)

RANK/NAME:	COUNSELOR:
DOR:	TIS (months):
	TIG (months):
<b>PERFORMANCE QUALITIES</b>	<b>COMMENTS</b>
Appearance / Military Bearing	
Leadership Abilities	
Adaptability (if newly assigned)	
Initiative / Motivation	
Personal Affairs / Financial Status	
Potential for Promotion	
Reenlistment Eligibility	
Off Duty Conduct	
Responsibility / Accountability	
Technical / Tactical Proficiency	
Safety / Risk Management	
Communication Skills	
Weapons Qualifications	
7 Army Values	
<b>PHYSICAL FITNESS</b>	
- Score:	
- Profiles:	
- Weight Control	
<b>MAINTENANCE</b>	
- Room / Quarters	
- TA-50 Serviceability/Accountability	
- Vehicle / Equipment	
<b>PROFESSIONAL DEVELOPMENT</b>	
- Common Task Skills	
- Correspondence Courses	
- Army Schools/NCOES	
- SOM / NCOM / SAMC	
- Community Involvement	

# Counseling Worksheet (page 2)

<b>PERSONAL DEVELOPMENT</b>	
- Goals (Short / Long Range)	
- Civilian Education	
<b>LEADERSHIP SKILLS</b>	
- Care of Soldiers	
- Decision Making	
- Planning	
- Training/Teaching	
- Reading/Writing Skills	
- Supervision	
- Teaching/Coaching/Counseling	
- Mentoring	
- Soldier Team Development	
- Leaders Book	
- Readiness (SRP)	

**PERSONAL ISSUES AND CONCERNS:** (Upcoming Events, Social Behavior, Family Behavior, Relations with others)

**NOTES:**

# NCO Rating Scheme

INFO	RATED SOLDIER	RATER	SENIOR RATER	REVIEWER
RANK/DOR				
NAME				
SSN				
POS				
AKO				
TYPE OF LAST				
EFF DATE				
RANK/DOR				
NAME				
SSN				
POS				
AKO				
TYPE OF LAST				
EFF DATE				
RANK/DOR				
NAME				
SSN				
POS				
AKO				
TYPE OF LAST				
EFF DATE				
RANK/DOR				
NAME				
SSN				
POS				
AKO				
TYPE OF LAST				
EFF DATE				
RANK/DOR				
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TYPE OF LAST				
EFF DATE				
RANK/DOR				
NAME				
SSN				
POS				
AKO				
TYPE OF LAST				
EFF DATE				
RANK/DOR				
NAME				
SSN				
POS				
AKO				
TYPE OF LAST				
EFF DATE				





# NCOER Sample Excellence Bullets

- ❖ achieved three honor platoon awards during rating period
- ❖ developed a rigorous PT program which resulted in improvement of section APFT scores from an average of 224 to an average of 246
- ❖ achieved an outstanding rating on 3 out of 4 command inspections, best in the battalion
- ❖ improved the processing rate of pay actions from 65percent to 94percent in less than 3 months
- ❖ in the absence of an officer, commanded the detachment on two separate missions at JRTC
- ❖ coordinated and executed ahead of schedule the set up of a local area network for 240 computers during the battalion move
- ❖ selected by the JTF Commander to serve as the J3 to train an ARNG staff on all aspects of TOC Operations
- ❖ commended by numerous officers for his exceptional training of the national military academy of the former Soviet Republic of Moldova
- ❖ awarded the FORSCOM's MG Aubrey "Red" Newman Award for leadership excellence
- ❖ first-choice reporter on prestigious MacArthur Awards ceremony in Pentagon - lauded by Chief of Public Affairs for 117 releases to media
- ❖ selected as a finalist for the White-House Military Office Senior NCO of the Year
- ❖ processed over 200 evaluations for all four military services; error-free and achieved an exceptional 98 percent on-time rate
- ❖ nominated for the Agency's "Technician of the Year"
- ❖ coordinated the movement of 184,000 pounds of equipment worth over \$2.5 million maintaining 100percent accountability
- ❖ maintained 100percent accuracy for 7 Major Subordinate Command ammunition accounts valued at over \$28 million
- ❖ led by example by mentoring two soldiers toward successful achievement of their gold recruiter rings
- ❖ team APFT average of 294
- ❖ displayed technical mastery of his instrument as solo bugler during wreath laying ceremony for the Defense Minister of Greece
- ❖ demonstrated excellent work habits and attention to detail that contributed to a 26percent rise in EIB success
- ❖ directly responsible for 7 soldiers being awarded the EFMB
- ❖ biked across Georgia; 468 miles in 6 days
- ❖ maintained a 100percent SIDPERS accuracy rate for all transactions for 12 months
- ❖ his aggressive training program resulted in 12 soldiers excelling in the Army's Culinary Arts competition; Winning 16 medals
- ❖ selected over 10 senior SFCs to be Detachment First Sergeant
- ❖ received a 100percent rating from the Command Inspection Program in NBC, Property Book, and vehicle maintenance

# NCOER Sample Success Bullets

- ❖ selected to compete at DA level in the Phillip A. Connelly competition
- ❖ 100 percent accountability of all property during change of command inventories
- ❖ completed over 60 hours of military correspondence courses during rating period
- ❖ Sergeant's Time briefing book selected as standard for the battalion
- ❖ totally committed to quality of awards, NCO-ERs and OERs, 100percent timeliness and processing rate utilizing his system and expertise
- ❖ provides students the latest in course material by devoting countless after-duty hours revising lesson plans
- ❖ motivated three soldiers to compete in Division NCO of the Year competition
- ❖ his competence enabled him to rank 3d of 20 recruiters in mission accomplishment
- ❖ competed in brigade level NCO of the Quarter Board in which he placed second of seven NCOs
- ❖ improved supply reconciliation of overdue documents by 66percent with expert knowledge of ammunition procedures
- ❖ developed and supervised a company Force Protection Plan for an OCONUS deployment resulting in zero incidents or compromise
- ❖ planned and executed an immunization program for a reserve battalion allowing over 200 personnel to receive all required shots
- ❖ completed six semester hours during the rating period towards a Bachelor's Degree despite an extremely high OPTEMPO
- ❖ maintained 100percent accountability of over 1 million dollars worth of equipment
- ❖ sets the example in the battalion for NBC proficiency, often lends his expertise to other companies, improving their NBC training
- ❖ completed the battalion's monthly Unit Status Report (USR) requirement for the past 6 months with zero defects.

# NCOER Sample Needs Improvement Bullets

- ❖ allowed subordinates to ignore verbal and written directives
- ❖ misses PT formations
- ❖ training consistently below standard; despite one-on-one assistance
- ❖ incapable of handling even menial tasks without direct supervision
- ❖ failed to follow established procedures for securing and accounting for ammunition
- ❖ does not complete mission requirements in a timely manner
- ❖ set a bad example by extorting money from his soldiers
- ❖ failed sit-ups and run but is making progress to meet physical fitness standards
- ❖ lacks desire to work with and train soldiers
- ❖ unable to train others due to his lack of knowledge of his occupational specialty
- ❖ was relieved for driving while intoxicated in an off duty status
- ❖ second time on weight control program within the last 12 months
- ❖ failed to complete the requirements for the disposition of hazardous chemicals
- ❖ failed to conduct monthly written counseling of enlisted soldiers
- ❖ routinely failed to meet given suspenses and to complete tasks in the prescribed manner
- ❖ failed to account for components of section equipment end items resulting in marginal readiness of equipment
- ❖ failed Battalion Certification nine times
- ❖ becomes intolerably insubordinate when counseled in regards to corrective criticism
- ❖ does not respond to correction for uniform and personal appearance
- ❖ relieved for wrongful possession of government property and an illegal substance
- ❖ failed to meet APFT standards for the two mile run and sit-ups with a total score of 148
- ❖ lack of supervision over subordinates and failure to follow procedures resulted in the loss of \$2,000 worth of equipment
- ❖ demonstrated little concern for the security and accountability of sensitive items during cyclic field exercises
- ❖ improper purchase from subordinate adversely affected morale and discipline within the section
- ❖ consistently failed to meet administrative suspenses
- ❖ counseled by the Battalion CSM for having the most disorganized platoon in the company
- ❖ failed to develop subordinates; did not perform mandatory performance counseling for the NCO-ER
- ❖ many times has failed to inspect soldiers and their equipment
- ❖ perception of improper conduct adversely affected morale and discipline within the Division
- ❖ unexcused absence from duty left platoon enlisted soldiers unsupervised
- ❖ failed to comply with instructions of superiors on several occasions
- ❖ encouraged soldiers to grow by cheating for each other
- ❖ integrity compromised upon submission of false documents
- ❖ constantly complained about time spent in the field

# Strong NCOER Senior Rater Bullets

- ❖ promote to SFC immediately
- ❖ an exceptionally talented and gifted NCO who consistently produced superb results - a must select for promotion
- ❖ models, mentors, and motivates soldiers to emulate Army values
- ❖ selected over other senior NCOs to manage the administrative section of the largest directorate in the Agency
- ❖ unlimited potential; one of tomorrow's leaders; promote now
- ❖ absolutely outstanding NCO whose performance and abilities clearly outdistance that of his peers
- ❖ capitalize on his leadership abilities and select for Drill Sergeant School
- ❖ clearly capable of serving with distinction in the most demanding and critical assignments
- ❖ promote immediately, place in leadership positions
- ❖ send to ANCOC and assign as a trainer of soldiers
- ❖ would be an invaluable asset on any Battalion Staff
- ❖ the epitome of a professional NCO warrior; a model for all others to emulate
- ❖ unlimited potential; clearly a future First Sergeant
- ❖ promote first time eligible in the secondary zone
- ❖ outperformed 99 percent of his peers; clearly the best NCO in the battalion
- ❖ unlimited potential, promote now, send to 1SG's course and assign as a 1SG
- ❖ his demonstrated competence and potential deserves immediate promotion to MSG
- ❖ his leadership is directly responsible for his platoon being rated number one of twelve

# Strip Map to Home

Name: \_\_\_\_\_

Section: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Phone #: \_\_\_\_\_ Alt. Phone #: \_\_\_\_\_

Miles from HOR to:

Washington: \_\_\_\_\_ Ft. Stewart: \_\_\_\_\_

Ft. Gordon: \_\_\_\_\_ Winder: \_\_\_\_\_

Thompson: \_\_\_\_\_ Waynesboro: \_\_\_\_\_

Elberton: \_\_\_\_\_

Map:

Instruction:

# Strip Map to Home

Name: \_\_\_\_\_

Section: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

Phone #: \_\_\_\_\_ Alt. Phone #: \_\_\_\_\_

Miles from HOR to: \_\_\_\_\_

---

Map:

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Instruction:

# Squad Leader

**SQUAD LEADER ( Manages up to 9 Soldiers )**

## ***Who is a Squad Leader?***

Staff Sergeants, are normally squad leaders and are a critical link in the NCO channel. The Squad Leader lives and works with his/her Soldiers every day and are responsible for their health, welfare and safety. The Squad Leader ensures that their Soldiers meet standards in personal appearance and teach them to maintain and account for their individual and unit equipment and property. The Squad Leader enforces standards and develops and trains Soldiers daily in MOS skills and unit missions.

The Squad Leader teaches individual and collective training, develops unit cohesion, fosters the values of loyalty and commitment and builds spirit and confidence. The Squad Leader evaluates performance oriented training and through coaching and counseling grooms young Soldiers for future positions of increased responsibility. Squad leaders teach everything from the making of sound and timely decisions to physical training to ethics and values. Squad Leaders are the basic trainer of today's Soldiers

## ***Expectations the Squad Leader will be held to:***

Staff Sergeants will be held to the highest standards. Each Staff Sergeant will be the cornerstone by which all other NCO's / Soldiers measure themselves. I expect the SSG to never be idle and to always enforce the standard without question. If this cannot be achieved you may be in the wrong place.

The Staff Sergeant will be empowered to train, equip, and lead our Soldiers. Each squad leader will be measured by the standards of the U.S. Army, GA Army National Guard, the 78<sup>th</sup> HRF, and the 1-214<sup>th</sup> FA CMD.

**SQUAD LEADERS LEAD THE WAY HOOAH!**



# Squad Leaders Metrics / Report Card



- ❖ APFT results for squad
- ❖ DMOSQ for squad
- ❖ Weapons Qualification for squad
- ❖ Vehicle Maintenance / PMCS for squad vehicles & Equipment
- ❖ Soldiers uniform standards & Bearing
- ❖ Soldiers understand current missions including their part of mission
- ❖ Mission performance in squad and individual positions
- ❖ E4 Word Pictures current
- ❖ All Counseling Current
- ❖ Enforces the Standard, Always

*When a soldier looks up on the battlefield he will not see his first sergeant, sergeant major, company commander, battalion commander .... he won't even see his platoon sergeant! He WILL see HIS sergeant .... the squad leader, crew chief, team leader, tank commander .... and this NCO will principally provide the leadership, advice, counsel, and firm and reassuring direction on that battlefield.*  
~ Gen. Paul F. Gorman (US Army)

# PLATOON SERGEANT'S DUTIES

1. Welfare of Soldiers.
2. Platoon Leadership.
3. Personnel Accountability.
4. Field operations, mission support, Class III, V, Maintenance, Transportation, Medical support.
5. Platoons senior trainer, assist and evaluate squad training.
6. Platoons physical fitness program.
7. Maintenance Supervisor (PMCS).
8. Formations, Inspection of Soldiers, appearance.
9. Common areas, cleanness and appearance.
10. Garrison operations, detail support.
11. Administration of Platoon paperwork.
12. Counseling Packets-Monthly.
13. Weapons Qualification.
14. Additional Duties.
15. Promotions.
16. Maintain Platoon Battle Roster.
17. Support Single Soldier Programs.
18. Support Family Readiness Group.



# PLATOON LEADER'S DUTIES

1. Welfare of Soldiers.
2. Platoon Leadership.
3. Field operations, mission support, Class III, V, Maintenance Transportation, Medical support.
4. Accountability of Platoon equipment (Platoon Hand Receipts.)
5. Maintenance (Vehicle, Commo, Weapons, NBC, SKO's, NVD's)
6. Training, Planning / Resourcing / Scheduling, and conduct monthly platoon training meetings, maintenance and update training calendars.
7. Execute – PSG / SQD leader duties as needed.
8. Counsel PSG, Squad leaders, drivers and RTO after every field exercise and garrison monthly, in writing.
9. Conduct AAR's after each mission and field exercise and submit to unit commander.
10. Draw and account for all comsec material as needed.
11. Write and submit platoon awards as needed.
12. Act as unit commander as needed.
13. Support Single Soldier Programs.
14. Support Family Readiness Group.



# **Leader's Biography And Command Philosophy**



# **Commander's Biography**

## **Bridget Lynn Baldwin**

CPT Bridget Baldwin was raised in Ree Heights, South Dakota and graduated from Miller High School, Miller, South Dakota. She attended Black Hills State University, Spearfish, South Dakota, and graduated in May 2004 with a degree in History, receiving her commission from South Dakota School of Mines and Technology (SDSM&T), Rapid City, South Dakota.

CPT Baldwin joined the South Dakota National Guard in 1999 as a 92Y, serving two years in Headquarters and Headquarters Company, 153<sup>rd</sup> Engineer Battalion. She attended basic training at Ft. Jackson, South Carolina and advanced individual training at Ft. Lee, Virginia. She attended one annual event in Hoenfels, Germany. Upon receiving a 4-year ROTC Scholarship, she was discharged from the National Guard to pursue her active duty career.

As a cadet CPT Baldwin completed Airborne School at Ft. Benning, in 2001, and was the recipient of the Marshall Award for the SDSM&T 2004 Year Group.

CPT Baldwin completed the Quartermaster Officer Basic Course in September 2004. While at OBC she earned the German Army Forces Proficiency Badge (bronze) and served as the class graduation officer.

CPT Baldwin was stationed at Ft. Campbell and assigned to 96<sup>th</sup> Aviation Support Battalion, 101<sup>st</sup> Aviation Brigade, where she served as the Supply Platoon Leader for the Supply Support Activity (SSA) and later as the company Executive Officer. She was responsible for deploying forty-four Soldiers and one warrant officer to and from the Joint Readiness Training Center (JRTC), Ft. Polk, LA, and then to Iraq (2005-2006). Her additional duties included battalion public affairs officer, company safety officer, environmental quality officer, and force protection officer. She completed Air Assault School in August 2005.

Upon redeployment, CPT Baldwin was assigned to 526<sup>th</sup> Brigade Support Battalion, 2<sup>nd</sup> Brigade Combat Team, where she served as the Battalion Supply Officer (S4) and later the Support Operations Supply and Services Officer/Plans. As the Battalion S4 she was responsible for command supply discipline, budgeting, and overall supply operations. She was the Unit Movement Officer in charge of deploying and redeploying the battalion to and from JRTC and Iraq (2007-2008). While deployed she was responsible for contracting, field ordering (FOO), budget, container management, supply and services, maintenance, medical, ammunition tracking and analysis, and redeployment planning and execution. Her additional duties included being the Battalion Unit Movement Officer and Fire Marshall.

At the end of her active duty commitment, CPT Baldwin decided to join the Georgia National Guard because she wanted to continue serving in the military and she wanted to be a Company Commander. She was assigned to the Joint Force Headquarters G4 Shop. She also took a job as the Property Accountability and Asset Visibility Manager (PAAVM) for Honeywell Technology Solutions, Inc. from July 2009-November 2009. She was the hand receipt holder for all of the leave behind equipment (LBE) in 1-10<sup>th</sup> Field Artillery Battalion, 3<sup>rd</sup> Brigade, 3<sup>rd</sup> Infantry Division's three batteries and one forward support company.

In November 2009, CPT Baldwin capitalized on an additional duty for special work (ADSW) position at the 648<sup>th</sup> Maneuver Enhancement Brigade (MEB) as the Mobilization and New Equipment Training (NET) and Fielding Project Officer, she transferred from the Joint Force Headquarters to the Maintenance Officer position at the 648<sup>th</sup> MEB. She currently remains as the NET project officer.

In February 2010, CPT Baldwin accepted the opportunity to become the 1214<sup>th</sup> Forward Support Company (FSC) Commander in Washington, GA. She is currently the company commander of a 144 Soldier Company responsible for the direct service support of the 1-214<sup>th</sup> Field Artillery Battalion.

Honors and Awards Include: DOD Security Clearance, SECRET (Current); Recipient, Army ROTC Scholarship, Combat Action Badge, Veterans of Foreign Wars, American Legion, National Guard Association of the United States, and Association of the United States of America Member, Meritorious Service Medal, Volunteers at the National Infantry Museum, and as a Family Readiness Group Leader.

# PLATOON LEADER'S BIOGRAPHY

# PLATOON SERGEANT'S BIOGRAPHY

# Command Philosophy

My primary goal for 1214<sup>th</sup> Forward Support Company, 1-214<sup>th</sup> Field Artillery, is to ensure that the unit is able to accomplish its' mission. I believe every Soldier, NCO and officer in this unit wants to excel and contribute to the overall success of the team. As the Commander, I will endeavor to establish and maintain a climate conducive to this. With that said, in order for the team to be successful, I expect every member of the company to:

- ❑ **KNOW THE MISSION.** Know your job and the job of the Soldier to your left and right. If you know and understand your mission, you can accomplish your assigned tasks in difficult situations and under adverse conditions.
- ❑ **TAKE INITIATIVE.** I encourage initiative and expect every Soldier, NCO and officer to take charge when put in charge. Try new and innovative ideas and training techniques. Do not be afraid to make mistakes. All I ask is that you do not make the same mistake twice, that you employ common sense, and that you place safety first.
- ❑ **LEAD BY EXAMPLE.** I expect leaders to always be out front and to show others how to do things. I expect combat veterans to share TTPs with younger, less experienced personnel. I expect unit leaders to place emphasis on PT, training, and maintenance through attendance and participation.
- ❑ **COMMUNICATE CONTINUOUSLY.** Ensure lines of communication are open and the chain of command is understood and employed. Superiors must keep their subordinates informed, and vice versa. If people are communicating then training, maintenance and unit cohesion will improve. And remember, bad news does not improve with time. We cannot fix a problem if we do not know that it exists.
- ❑ **HAVE A SENSE OF HUMOR.** I agree with General Dwight D. Eisenhower that, "*[a] sense of humor is part of the art of leadership, of getting along with people, of getting things done.*" We are in a high stress profession that requires strong leadership and teamwork. Maintaining a sense of humor will help you reduce stress, build cohesion and improve job performance for you and those around you.
- ❑ **KEEP STRICT ACCOUNTABILITY.** Maintain accountability of your equipment and the personnel assigned to you. We cannot complete our mission without our equipment and our paramount responsibility as leaders requires us to take care of our Soldiers.
- ❑ **MAINTAIN READINESS.** Our mission requires us to be ready at all times. This means not only taking care of your equipment through regular and thorough checks and services, but also taking care of yourself physically, emotionally, and spiritually. I will assist you in maintaining your personal readiness by requiring continuous MOS training, encouraging participation in and fostering an active FRG, and by ensuring that my door is open for those who need it.
- ❑ **DEMONSTRATE RESPECT.** Follow the Golden Rule. Subordinates, respect your superiors. Obey all lawful orders and render all military courtesies. Superiors, respect your subordinates. Respect their time and demonstrate tolerance. And remember, respect comes easier to those who earn it through hard work and caring.
- ❑ **SEEK IMPROVEMENT.** I believe in the adage, "if you're not getting better, you're getting worse." This philosophy can assist you in all facets of your job. Do not become complacent. Take classes, try new ideas, and seek out increased responsibilities. I will support you in your endeavors.
- ❑ **NEVER SACRIFICE YOUR INTEGRITY.** In a profession as dangerous as ours, trust is essential. I cannot trust and will not tolerate individuals who needlessly endanger themselves and others by driving or working under the influence of drugs or alcohol.

///*Original Signed*///  
BRIDGET L. BALDWIN  
CPT, QM  
Commanding



# TIGER "8"

The eight priorities most important to CPT Baldwin.

- 1 Be on Time.
- 2 Maintain Accountability of Personnel, ALWAYS.
- 3 Maintain Accountability of Equipment, ALWAYS.
- 4 Personal Integrity. Do NOT ever compromise your integrity.
- 5 Lead by Example. Show your Soldiers that you can do the task you are asking them to do.
- 6 Safety First. Always put measures in place to mitigate risk.
- 7 Respect. Show everyone professional courtesy.
- 8 Know your Soldiers, professionally and personally.

# E-mail Etiquette

## EMAIL AS COMMUNICATION TOOL

Email is a terrific tool for passing and sharing information. But we – as soldiers – need to put some rigor and discipline in the use of email, and treat it more like a “hand-mike.” Disciplined organizations have radio conversations that are succinct, refined, and professional; email traffic ought to be the same.

For that reason, I’ll offer some TTP’s that will help all of us save time and improve our email comms:

- Clearly label the subject line and ensure it matches the message.
- Try to make your message fit on one screen (don’t cheat by making the font smaller).
- Like a radio, use the “To:” only to those you’re directing the message. Use the “Cc:” for individuals that you think need situational awareness. If I’m on the “to” line, I’ll answer; if I’m on the “CC” line, I will answer only if I have something to add to the conversation. Don’t unwillingly use the “reply all” unless you want ALL the people to see your input.
- When you forward something, edit out all the unnecessary addressees and things unrelated to the point you’re trying to make. Don’t make the reader scroll down thru multiple emails just to get to a point (“today I saw one that said “see email, ten down.” I deleted that email).
- Replies like “acknowledged” or “thanks” are okay. Not all need a long answer.
- Don’t use emails like a “chat room.” That’s occupying a net, and wasting mental energy.
- When sending messages to a higher HQ’s, ensure the appropriate chain of command and approving authorities have authorized the message for release, or they are kept aware of the action.
- When sending a sitrep, eliminate all the unnecessary adverbs, adjectives, and emotions...unless they are specifically warranted. Some sitreps have analysis, and that’s okay...but get to the point, fast.
- Don’t send an email with the expectation the receiver is waiting for it. If it’s important, and needs to be actioned, call the person and let them know an action is on the way.
- Just like radio traffic, think about the message before you “push to talk” (or “send”). Leaders get hundreds of emails a day, so make sure when you send an email it makes sense, doesn’t waste the readers time, is as short as possible (the Mark Twain quote: “If I had more time, I would have written you a shorter letter”), and is understandable.

As stated, email is a great informational tool for the 21<sup>st</sup> century, but I’d rather have leaders get information quick, not have to spend a lot of time wading through useless unnecessary words, and have more time for leading.

# What Right Looks like...



NOVEMBER 10, 2007 Edition 3

EMAIL

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Hertling  
IRON 6



# Battle Focus



*"The object of war is not to die for your country but to make the other bastard die for his."  
~ General George S. Patton*

5 Paragraph Operations Order Sample Format  
Pre-Combat Checklist  
Packing List  
Deployment Checklist  
Deployment Sequence of Events  
Load Plans  
Platoon Convoy Management List  
Ongoing Missions  
Company Daily Situation Report

# CHAPTER 2

# 5 Paragraph Operations Order

## 1. Situation

- a) Enemy Forces
  - 1) Situation (enemy, weather and terrain).
  - 2) Capabilities.
  - 3) Probable course of action.
- b) Friendly Forces.
  - 1) Mission of Next higher unit.
  - 2) Mission of adjacent units (left, right, front, rear).
  - 3) Mission and location of supporting elements.
- c) Attachments and Detachments.

## 2. Mission, Who, What, When, Why and Where (coordinates).

## 3. Execution.

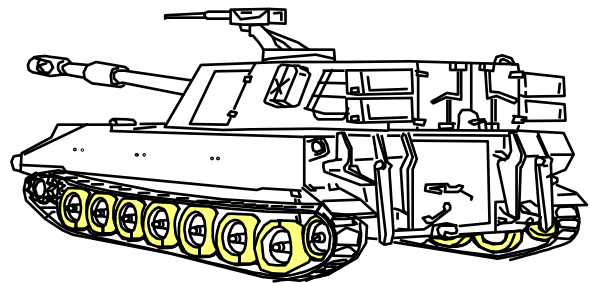
- a) Concept of Operation.
  - 1) Scheme of maneuver.
  - 2) Formation.
  - 3) Route.
  - 4) Tactical Missions to subordinate Units.
- b) Subunit Subparagraphs.
- c) Coordinating Instructions.

## 4. Service Support.

- a) Supply.
  - 1) Rations.
  - 2) Uniforms and Equipment.
  - 3) Arms and Ammunition.
  - 4) Captured Materiel.
- b) Transportation.
- c) Medical Evacuation.
- d) Personnel.
- e) Prisoners of War.

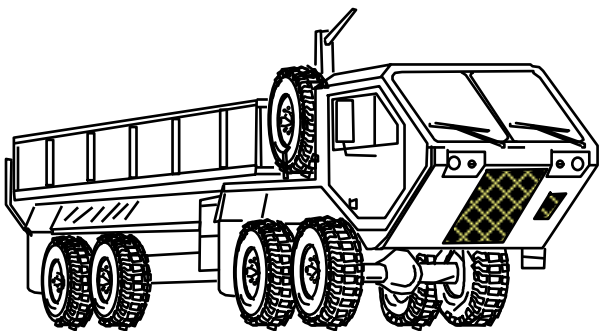
## 5. Command and Signal.

- a) Signal.
  - 1) Frequencies and Call Signs.
  - 2) Pyrotechnics and Signals.
  - 3) Challenge and Password.
  - 4) Code Words.
- b) Command.
  - 1) Command Leader Location.
  - 2) Chain of Command.



# Pre-Combat Checklist

- \_\_\_\_\_ PERSONNEL ACCOUNTABILITY
- \_\_\_\_\_ PERSONNEL HYGIENE ITEMS
- \_\_\_\_\_ INDIVIDUAL TA-50
- \_\_\_\_\_ SEASONAL CLOTHING ITEMS
- \_\_\_\_\_ ID TAGS, ID CARD
- \_\_\_\_\_ DRIVERS LICENSE
- \_\_\_\_\_ WATER JUGS (FILLED)
- \_\_\_\_\_ FUEL CANS (FULL)
- \_\_\_\_\_ GENERATORS
- \_\_\_\_\_ TENTS/ NETS/ POLE BAGS/ STAKES
- \_\_\_\_\_ CAMMO NETS
- \_\_\_\_\_ MAPS/ OVERLAYS
- \_\_\_\_\_ COMMO EQUIPMENT(BATTERIES, WIRE)
- \_\_\_\_\_ COMSEC (ANCD)
- \_\_\_\_\_ WEAPONS( INDIVIDUAL/CREW SERVE)
- \_\_\_\_\_ NVG'S W/ BATTERIES
- \_\_\_\_\_ AID BAGS
- \_\_\_\_\_ VEHICLES( TOPPED OFF,LOADED,DISPATCHED, PMCS, -10  
MANUALS)
- \_\_\_\_\_ EYE PROTECTION
- \_\_\_\_\_ SUPPLIES (ALCOHOL,MARKERS,PENS,ECT)
- \_\_\_\_\_ MAP BOARDS
- \_\_\_\_\_ COTS



<b>Individual</b>	<b>Check</b>
Equipment Packed IAW Packing List	
IBA/LBE/LBV Complete & Serviceable	
Ear Plugs	
First Aid Pouch	
Ammunition Pouches	
Canteen w/water cup	
Kevlar w/Cover and Band	
Weapon(s) at appropriate arming level	
Flashlight with batteries and lens filters	
Casualty Feeder Reports	
Protective Mask w/carrier and hood	
Individual Decon Kit, M8/M9 Paper	
Current MOPP Implemented	
Optical Inserts, if applicable	
ID Card	
ID Tags (2 Sets, w/2 tags, 1 set worn)	
MRE(s)	
Drivers Licenses (military & civilian)	
Challenge and Password	
Hot/Cold Weather Brief	
Mission Brief	

<b>Platoon Sergeant</b>	<b>Check</b>
Personnel Accounted For	
Individual PCI Completed	
Reference Publications Reviewed	
Uploaded by Load Plan	
Expendable Supplies on Hand	
Operation Equipment	
Maps, Updated	
Compasses	
Pens, etc	
Sleep Plan Established	
Class V Issued	
MOPP Level known and disseminated	
Weapons control	
Platoon Status to First Sergeant	
Situation Briefed	
MRE(s) Issued	

<b>Squad Leader</b>	<b>Check</b>
Personnel Accounted For	
Individual PCI Completed	
Reference Publications Reviewed	
Uploaded by Load Plan	
Expendable Supplies on Hand	
Sleep Plan Established	
MOPP Level known and disseminated	
Weapons Control	
Section Status to Platoon Sergeant	
Situation Briefed	
MRE(s) Issued	
Ammo Basic Load Issued	

<b>First Sergeant</b>	<b>Check</b>
Personnel Accounted For	
Uploaded by Load Plan	
Expendable Supplies on Hand	
Operation Equipment	
Maps, Updated	
Compasses	
Pens, etc	
Individual PCI Completed and Verified	
Defense Plan Established and Rehearsed	
Defensive Sector Diagram Complete	
Range Cards Verified and Complete	
Camouflaged	
Vehicles	
Equipment	
Positions	
Glass and Mirrors	
Repack all equipment not in use	
Field Sanitation Enforced	
Hand Washing Enforced	
Trash Kept Policed	
MEDEVAC Helio Pad Marked	
Casualty Collection Identified	
Reference Publications Reviewed	
Early Warning Devices employed	
Noise and light discipline enforced	
Sleep Plan Established	
Class V Issued	
Feeding Plan Established	
MOPP Level Known and disseminated	
Accountability of Personnel to S1	
Accountability of Sensitive Items to S3	
Reportable Equipment Status to BMO	
Situation briefed	

# Pre-Combat Checklist

<b>Communications Equipment</b>	<b>Check</b>
Equipment Accounted For	
Radios	
Microphones	
Antennas	
Encrypting Equipment	
SOIs	
PMCS Completed	
Radios	
Antennas	
Encrypting Equipment	
Call Sign Board	
Frequencies	
Unit	
Next Higher	
MEDEVAC	
Range Control	
Fire Support	
SINGARS: Batteries	
Wire	
Blank Report Formats	
Spare Equipment	
Microphones	
Headsets	
Antennas	
Batteries	
Coordinate Pick Up of Equipment	
Coordinate Pick Up of SOI	

<b>NBC Equipment</b>	<b>Check</b>
Individual PCI Complete	
Chemical Agent Alarms Operational	
Chemical Agent Alarms Employed	
PMCS performed on M8 Alarm	
M273 Kit per Chemical Alarm	
M256/256A1 Detector Kit as Required	
AN/VRDR-2 Radiac sets on hand	
IM-93 Dosimeter Issued	
146 Radiacmeters issued	
GTA Warning System Issued	
PBT and Nerve Agent antidote issued	
NBC Marking Kit Available	
Mark I Kit available	
Cana Kit Available	

<b>Generator Operator</b>	<b>Check</b>
All BII on hand	
Grounding Rods	
Fire Extinguishers	
-10 Manual on hand	
PMCS Performed	
Generator Topped Off	
Extra Fuel and POL	

<b>Combat Lifesavers</b>	<b>Check</b>
Combat Lifesaver bags issued	
100% Inventory and all supplies replenished	

<b>Crew Served Weapons</b>	<b>Check</b>
Clean and Functional	
Spare barrels, Cleaning Kits on Hand	
Glove; bolt rupture extraction on hand	
Tripod w/T&E mechanism, Bipod	
Head Space and Timing Set (M2)	
Machine Guns Mounted	
Function Check	
Test Fire w/Permission	
NVD, Serviceable	
Oil/CLP	



# Pre-Combat Checklist

<u>Vehicle Commander</u>	<u>Check</u>
All BII on Hand	
Pioneer Tools	
Fire Extinguishers	
-10 Manual on hand	
PMCS performed	
Vehicle	
Radio	
Dispatch	
Driver's License	
Vehicle Topped Off	
Extra Fuel and POL	
Grease Pencils	
Note Book Available	
Pens/Pencils Available	
Maps and Overlays	
Sun/Wind/Dust Goggles	
Compass/GPS present & serviceable	
Binoculars	
Crew Served Weapons	
Headspace & Timing Checked	
Ammunition Basic Load	
Qualified Gunner	
Vehicle Load Plan Verified	
Convoy Number on Vehicle	

<u>Driver/Vehicle Preparation</u>	<u>Check</u>
-10 and LO on hand	
BII/All present & serviceable	
First Aid Kit	
Fire Extinguisher	
Warning Triangles	
PMCS Performed	
Vehicle Topped Off	
Loaded according to Load Plan	
POL Products including weapons oil	
5 GAL Can of Water	
5 GAL Can of Fuel	
Rags	
MRE(s)	
Tools	
Goggles	
Dispatch	
Driver's License	
Stip Map on Hand	
Convoy Route and Plan Briefed	
Lights and markins covered	
Convoy Number on Vehicle	
Trailer properly hooked	

# Packing List

## Duty Uniform

ACU  
Beret  
Pen  
Notebook/Index Cards

## Field Uniform

ACU  
ID Tags and ID Card  
Medical Warning Tags  
Belt  
Notebook/Index Cards  
Pen  
ACH/Kevlar  
Protective Mask  
IBA/LBV (with flashlight, ear plugs, 2 filled canteens, canteen cup & cover, IFAX/first aid pouch)



## MOLLE/RUCKSACK

Trousers, Wet Weather  
Parka, Wet Weather  
Wet Weather Bag  
ACU (1 Set)  
T-Shirt, Tan (3)  
Socks, Green (3)  
Bras, Female (2)  
Drawers/Panties (3)  
Gortex Jacket (1)  
Gloves (1 pair)  
Insignia, Rank (1 set)  
MRE (1)  
Towel, Bath (1)  
Washcloth (1)  
Personal Hygiene Items  
(razor, toothbrush, etc)  
Poncho  
Weapons Cleaning Kit



## A Bag

Bag, Duffle  
Bag, Barracks  
Boots, Combat  
Patrol Cap  
Field Jacket Liner/Fleece  
Wet Weather Bag  
Sleeping Bag/MOLLE Sleep Syst.  
Lock  
ACU (2 Sets)  
Socks, Green (3)  
T-Shirt, Tan (3)  
Bras, Female (3)  
Drawers/Panties (3)  
Shower Shoes  
Personal Hygiene  
(shampoo, conditioner, etc)  
Towel (1)  
Washcloths (2)



## B Bag

Bag, Duffle  
Field Jacket  
Cap, Cold Weather  
Gortex Bottoms  
PT Uniform  
(Top, Bottoms, Running Shoes, Road Guard Vest/PT Belt, White Socks)  
All other Cold Weather OCIE As Req.  
White socks (3)  
Civilian Clothes (1 Set)  
Lock



# Deployment Checklist

## 1. Do you have the following **MILITARY DOCUMENTS** updated and in your possession right now?

Military ID Card	Military ID/Dog Tags	Military Shot Record	Military Meal Card
Military Weapon's Card	Military Driver's License	Military Allergy Tag	

Other Cards/Doc: Geneva Convention Card, Credit Card, Medical Card, Phone Card, Civilian Drivers License, Passport, Travel/Assign Orders

## 2. Do you have the following **IMPORTANT DOCUMENTS** updated?

Power of Attorney	Last Will & Testament	Life Insurance Policy	Family Care Plan
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## 3. Have you made advance **PAYMENTS OR ALLOTMENTS** for...

Car/Truck Loan	Home Mortgage	School/Class	Credit Bill
Vehicle Insurance	Home Insurance	Health Insurance	Utilities

## 4. Do you have **SUFFICIENT AMOUNT** of...

Cash	Blank Checks	Foreign/US Currency
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## 5. Do you, your spouse or next of kin have **COPIES** of...

Last LES	Marriage Certificate	Divorce Papers	Assignment Orders
Passport/Other ID	Imm. Green Card	Birth Certificate	Leave/Travel Order
Travel Tickets	Medical Records	DA 2-1 Records	Product Warranties
Training Records	Car/Home Ownership	Social Sec. Card	School Records
Dental Records	Extra Car/Home Keys	School/Library Card	Change of Address
Strip Map to Home/ Hospital			

## 6. Do you and your spouse or next of kin have **PHONE NUMBERS**...

Parents	Friends	Relatives	Chain of Command	Unit
---------	---------	-----------	------------------	------

## 7. Does your spouse or next of kin have **EMERGENCY PHONE NUMBERS**...

Operator	Hospital	Ambulance	Fire Dept.	Church/Clergy	Military One Source
Police	Doctor	Dentist	Lawyer	Auto Repair Service	Red Cross

## 8. Do you have in your possession at least on **COMPLETE SET OF** civilian clothes in case of emergency?

Shoes, Pants, Belt, Socks, Jacket, etc?

# Deployment Checklist

CATEGORY	ITEMS	GOOD	NEED	DATE OR REMARKS
<b>MILITARY</b>	Military ID Card			
	Military ID/Dog Tags			
	Military Shot Record			
	Military Weapon's Card			
	Military Driver's License			
	Military Allergy Card/Tag			
<b>DOCUMENTS</b>	Geneva Convention Card			
	Passport			
	Credit Card			
	Phone Card			
	Medical Card			
	Civilian Driver's License			
	Travel/Assign Orders.			
<b>UPDATED</b>	Power of Attorney			
	Last Will & Testament			
	Life Insurance Policy			
	Family Care Plan			
<b>PAYMENTS</b>	Vehicle Loan			
	Home Mortgage			
	School/Classes			
	Credit/Bills			
	Vehicle Insurance			
	Home Insurance			
	Health Insurance			
	Home Utilities			
<b>FINANCES</b>	Credit Cards			
	Blank Checks			
	Traveler Checks			
	Foreign Currency			
	US Currency			
<b>COPY OF...</b>	Divorce Papers			
	Travel Tickets			
	Medical Records			
	School Records			
	Dental Records			
	Training Records			
	DA 201/2-1 Record			
	Last Pay Voucher			
	Social Sec. Card			
	Passport/Other ID			
	Birth Certificate			
	Product Warranties			
	Car/Home Ownership			
	Marriage Certificate			
	School/Library Card			
	Immigration/Green Card			
	Assignment/Travel Orders			
	Extra Car and Home Keys			
Phone Number & Address				

# Deployment Sequence of Events

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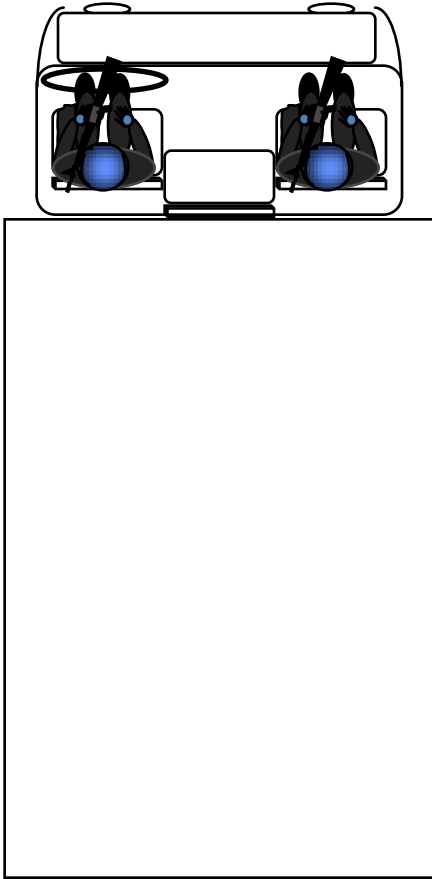
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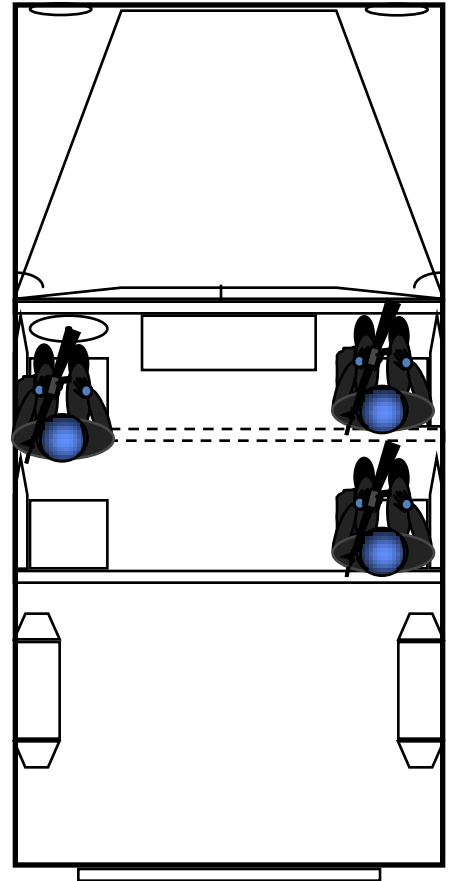
# Load Plans



DRIVE

R:

TC:



DRIVER:

TC:

PASSENGER:











# Company Daily Situation Report

Wheeled Vehicles	QTY
# PMCS Completed	
# Vehicles Dispatched	
# Services	
# Recoveries	
# Repairs Jobs Completed	
# Parts Pulled	
# Parts Replenished	
# NMC	
CL III (P) O/H (by type)	
# Driver's Licensed	

Tracked Vehicles	QTY
Wheeled Vehicles	
# PMCS Completed	
# Vehicles Dispatched	
# Services	
# Recoveries	
# Repairs Jobs Completed	
# Parts Pulled	
# Parts Replenished	
# NMC	
CL III (P) O/H (by type)	
# Driver's Licensed	

Distribution	QTY
# Meals Cooked	
# Meals Picked Up	
# Meals Delivered	
# Gal Water O/H	
# Gal CL III(B) Issued	
QTY CL V Picked Up	
QTY CL V Issued	
QTY CL V Turned In	
# Miles Driven	
# Driver's Licensed	

Notes:

# Equipment Data

# CHAPTER 3



*"Equipment seems to break down just when it's needed. This is especially true with communications equipment. One minute a communications check with the platoon leader is successful and the next minute you can't reach anybody. Most of the time, good operator PMCS will prevent this from happening."*

*~ SFC Lawrence Kordosky, "OREs Just Tools of the Trade."*

*NCO Journal, Spring 1995, p. 18*

Platoon Equipment Density List

Maintenance Tracking

Sensitive Items

Orange Report

Green Report

Hand Receipts

# Equipment Density List

LIN	Sub LIN	Nomenclature	CO AUTH	PL AUTH	OH	FMC
B83002		Bed Cargo: Demountable PLS 8X20	3			
D11538		Carrier Command Post: Light Tracked M577A2	1			
F42612		Forward Area Water Point Supply System (FAWPSS)	1			
F43077		Crane Wheel MTD: 7 TON w/boom Crane 24 FT w/BLK TKLE 9FT	1			
F64544		Forward Repair System (FRS)	4			
FD1500		Generator Diesel (MEP 701A)	2			
G11966		Generator Set: DED Skid MTD 5K 60 HZ MEP 802A	1			
G18358		Generator Set: DED Skid MTD 3K 60 HZ MEP 831	1			
G35851		Generator Set Diesel Engine PU-803	1			
G36237		Generator Set Diesel: 60HZ AC	2			
G42238	G37273	Generator Set DED TM: 5KW 60 HZ MD on M116A2 PU-797	4			
G53778		Generator Set Diesel Engine PU-802	1			
G74711		Generator Set DED Skit MTD 10KW 60HZ MEP-803A	1			
K28601		Kitchen: Company Level Field Feeding	3			
L28251		Kitchen Field Trailer Mounted: MTD on M103A3 MKT-90	2			
L44595		Launcher Grenade 40 MM: SGL Shot Rifle MTD M203	4			
L91975		Machine Gun Caliber .50, M2 HB FL GD/VEH	24			
M09009		Machine Gun 5.56 MM: M249	14			
M39263		Machine Gun: Light 5.56 MM M249	4			
M92362		Machine Gun Grenade 40MM: MK19 MOD III	2			
R95035		Rifle 5.56 MM: M16A1	128			
R97234		Rifle 5.56 MM: M4	8			
S25681		Shop Equipment: Contact Maintenance	4			
S33399		Sanitation Center: Food	2			
S75175		Semitrailer Van: M129A4	1			
T37588		Truck Utility Expanded Capacity M1152A1	2			
	T61562	Truck Utility 1-1/4T M1038				
T39518		Truck Cargo: Tactical Vehicle 8X8	10			
T40999		Truck Cargo: Heavy PLS Transporter M1075	4			
	T41067	Truck Cargo: PLS M1074				
T41271		Truck Van: Expansibile MTV W/E M1087A1	1			
T45465		Trailer Flat Bed: 11TON 4 Wheel (HEMAT) Ammo	13			
T49947		Tent: Lightweight Maintenance Enclosure (LME)	1			
T50975		Tent: Soldier Crew Type I	1			
T51043		Tent: Soldier Crew Type 2	9			
T59278		Truck Cargo: Tactical 8X8 Heavy Expanded Mobility M977A2R1	3			
T59532		Truck Cargo: M977A4 W/O W	10			
T60081		Truck Cargo: 4X4 LMTV M1078 W/E	6			
T60149		Truck Cargo: 4X4 LMTV W/E W/W M1078A1	1			
T60239		Truck Tractor: MTV W/E M1088	1			
	X59326	Truck Tractor: M931A1				
T61494		Truck Utility: Cargo/Troop Carrier M998	12			
	T56383	Truck Utility EX CAP: M1165				
	T61562	Truck Utility M1038				
T61630		Truck Utility: Expanded Capacity M1113	4			
	T07679	Truck Utility M1097A2	2			
T61908		Truck Cargo: MTV W/E M1083A1	14			
	X40794	Truck Cargo D/S M923A1				
	X40931	Truck Cargo D/S M925A2				
T62359		Truck Van: M1079A1P2 WO/Winch	1			
T63093	T63161	Truck Wrecker: Tactical 8X8 Heavy Expaned Mobility	1			
T87243		Truck Tank: Fuel Servicing 2500 GAL M978A2R1	7			
	T58161	Truck Tank FS M978				
	T58318	Truck Tank W/O Winch				
T93484		Truck Van: LMTV W/E	1			
T95555		Trailer Cargo: MTV W/Dropsides M1095	5			
	T96883	Trailer Flat Bed 5 TON M1061A1				
T95992		Light Tactical Trailer: 3/4 Ton	3			
T96564		Trailer Flat Bed: M1082 Cargo LMTV w/Dropsides	10			
V48510		Tent Frame Type Maintenance Medium Light Medal Ct	1			
V48510		Tent Frame Type Exandable Lightweight CTN Sateen	6			
V48852		Tent General Purpose Medium W/O windows CTN Duck	4			
V49126		Tent General Purpose Small CTN Duck	1			
V52003		Tent Liner: Cotton Oxford w/cover GP MED	4			
V52140		Tent Liner: CTN Sateen w/cover Med Expan As	3			
V53921		Tent Vehicle Maintenance: CTN Duck	3			
W98825		Trailer Tank: Water 400 GAL M149A2	3			
X62237		Truck Van: Expansibile 5 TON 6X6	1			



# Maintenance Tracking

Vehicle	Bumper #								
	Type/Model								
	Registration #								
	Serial #								
Drivers	Primary								
	Assistant								
Location	In								
	Out								
Status	Dispatched								
	Last Maint. Mtg								
	NMC								
	On DL Report & Date								
Comments	Deficiencies								
Maint.	Verification								
Services	Semi								
	Annual								
	Bi-Annual								
Brake Test	Last								
	Due								
AOAP	Oil								
	Transmission								
Fire Ext.	Inspection Due								





# Orange Report

## INSTRUCTION FOR THE ORANGE REPORT

1. The Orange Report is used for normal/daily reporting, accounting and re-supply of items.
2. During Annual Training, Live Fire and Field Training Exercises the Orange Report will be submitted to the Battalion Supply Sergeant (BSS), no later than (NLT) 2 hours after report to the training site.
3. This initial report will cover the required supplies (rations, ice, fuel, etc.) needed for that day to include all items required as of 0800 hours the following day.
4. After the initial report is submitted, all other Orange Reports will be submitted to the BSS NLT 0800 hours, daily.
5. This report will cover the required supplies needed from 0801 hours that day to include all items required as of 0800 hours the following day.
6. The BSS will consolidate the information and forward to the appropriate elements (ALOC, Food Service Operation, etc.) via radio or courier.
4. All block that do not have entries must be ( / ) and or ( / and lined through).

## HEADER

Unit: (\_\_\_) Battery 1/214th FA.

DTG Prepared: Enter the date/time group for current period.

For Period Ending: Enter the date for the ending period for current day.

Location Grid: Enter 8 digit grid.

## SECTION I (STRENGTH)

Line1a: Enter the current strength of officer (commissioned and warrant) personnel in the current location.

Line 1b: Enter the current strength of enlisted personnel in the current location.

Line1c: Enter the current strength of officer (commissioned and warrant) personnel in locations other than the units current location.

Line 1 d: Enter the current strength of enlisted personnel in locations other than the units current location.

## SECTION II (LOGISTICS)

### LINE #2 (RATIONS)

Line 2a: Enter current on hand quantities of MRE's and quantities required.

Line 2b through 2c: Enter current on hand quantities of UGR'S (A) & UGR's (B) and quantities required (FSC only).

Line 2d: Enter current on hand quantities of Heater Meals and quantities required (FSC only).

Line 2e: Enter current on hand quantities of other types of meals and quantities required.

This information can be recovered from either the Supply Sergeant and or Mess Steward.

### LINE #3 (NUCLEAR, BIOLOGICAL AND CHEMICAL)

Line 3a through 3f: Enter current on hand quantities for each size of Chemical Protective Suit on hand and quantities required (War time mission only).

Line 3g through 3h: Enter current on hand quantities for the M40 & M42 Chemical Protective Mask canisters and quantities required (War time mission only).

Line 3i through 3j: Enter current on hand quantities for the M258A1 & M256A1 Decontamination Kits and quantities required (War time mission only).

Line 3k through 3l: Enter current on hand quantities for each type of chemical decontaminate (DS2 & STB) and quantities required (War time mission only).

Line 3m through 3n: Enter current on hand quantities of other types of chemical related items and quantities required (War time mission only).

# Orange Report

ANNEX M (REPORTS) TO 1/214TH FA (TACSOP)

ORANGE REPORT

UNIT: \_\_\_\_\_

DTG PREPARED \_\_\_\_\_

FOR PERIOD ENDING: \_\_\_\_\_

LOCATION GRID: \_\_\_\_\_

**SECTION I (STRENGTH)**

LINE 1a: OFFICERS CURRENT LOCATION \_\_\_\_\_ LINE 1b: ENLISTED CURRENT LOCATION \_\_\_\_\_

LINE 1c: OFFICERS AT OTHER LOCATION \_\_\_\_\_ LINE 1d: ENLISTED AT OTHER LOCATION \_\_\_\_\_

**SECTION II (LOGISTICS)**

<b>LINE 2: RATIONS</b>	O/H	REQD		O/H	REQD		O/H	REQD
a. MREs			<b>LINE 6: CL IV</b>			<b>LINE 8: MEDICAL</b>		
b. UGR (A)			a. Sandbags			a. MK1 Inj		
c. UGR (B)			b. Barbed Wire			b.		
d. Heat & Serve			c. Concertina Wire			c.		
e.			d. Picket Long			d.		
<b>LINE 3: NBC</b>			e. Picket Short			<b>LINE 9: WATER</b>		
a. CP Suit (sml)			f. Overhead Cover			a. Gallons		
b. CP Suit (med)			g.			b. Ice		
c. CP Suit (lrg)			h.			<b>LINE 10: MISC REQUIREMENTS</b>		
d. CP Suit (xlrg)			<b>LINE 7: AMMO</b>					
e. CP Suit (xxlrg)			a. 155 HE					
f. CP Suit (xxxlrg)			b. 155 ILL					
g. M40 Filters			c. 155 SMK					
h. M42 Filters			d. Prop GB			<b>LINE 11: CIMI</b>	O/H	NMC BDL
i. M258A1 Decon Kit			e. Prop WB			a. M109 Howitzer		
j. M256A1 Decon Kit			f. Fuze PD 739			b. M577 CP		
k. DS2			g. MTSQ M582			c. M992 Ammo Carrier		
l. DS2			h. MTS M577			d. M88 Wrecker		
m.			i. PROX M732			e. M978 Fueler		
n.			j. 155 RAMM			f. HMMWV		
<b>LINE 4: FUEL</b>			k. 155 ADAM			g. M997 Ambulance		
a. Diesel			l. 155 RAP			h. 2.5T FMTV/LMTV		
b. MOGAS			m. 155 WP			i. 5TON FMTV/LMTV		
c. JP-8			n. 155 DP			j. M1074/M1075 PLS		
d.			o. 155 DP			k. M984 Wrecker		
<b>LINE 5: POL-P</b>			p. 155 AP			l. M977 CGO HEMT		
a. 10 wt Oil			q. Primers			m. IFSAS		
b. 30 wt Oil			r. .50 CAL			n. PADS		
c. 15W40 Oil			s. 7.62 mm			o.		
d. 80/90 Lube			t. 5.56 mm			p.		
e. GAA (Grease)			u. 9 mm			q.		
f. GGP (Grease)			v. 40 mm			r.		
g. OHT (Hydraulic)			w. AT4			s.		
h. Turbo Oil			x. Claymore			t.		
i. Antifreeze			y.			u.		
j. CLP (breakfree)			z.			v.		
k.			aa.			w.		

# Green Report (pg 1 of 2)

ANNEX M (REPORTS) TOO 1-214TH FA (TACSOP)

## GREEN REPORT

### COMMAND INTENSIVE MANAGEMENT ITEMS

TO: \_\_\_\_\_

Date: \_\_\_\_\_

FROM: \_\_\_\_\_











Ref #	LIN	SUB LIN	Nomenclature	AUTH	OH	FMC
1	A32355		Alarm, Chemical Agent, M8A1			
2	B83002		Bed, Cargo, M077A1 (PLS)			
3	C10908		Carrier, Ammunition, Tracked, M992 (CAT)			
4	D11538		Carrier, Command Post, M577A2			
5	D16185		Digital Data Set, AN/PSG-7V2 (FED)			
6	D16185	D10788	Digital Data Set, AN/PSG-7V1 (FED)			
7	D78555		Data Transfer Device, AN/CYZ-10 (ANCD)			
8	D78555	GA5403	Data Transfer Device, AN/CYZ-10 (ANCD)			
9	D82404		Decon Appratus, Power Driven			
10	E69242		Compressor Unit, Gas Driven, 15 CFM			
11	E70064		Compressor Unit, 2 Wheel, 5 CFM			
12	E98103		Electronic Transfer Device, KYK-13 (KICK 13)			
13	F55539		Fire Control System, AN/GYK-37V1 (LCU)			
14	G11966		Generator Set, DSL, MEP-802A			
15	G11966	J35813	Generator Set, DSL, MEP-002A			
16	G54041		Generator Set, DSL, MEP-701A			
17	G54041	J35813	Generator Set, DSL, MEP-002A			
18	G54041	J45699	Generator Set, Eng Drvn			
19	G54041	G37273	Generator Set, DSL Eng			
20	H35404		Radio Set, AN/GRC-193B			
21	H35404	Q32756	Radio Set, AN/GRC-106A			
22	H57642		Howitzer, Medium, SP, M109A6 (Paladin)			
23	L28351		Kitchen, Field Trailer, MKT-90			
24	L44595		Launcher, Grenade, M203			
25	L44612		Launcher, Grenade, M239			
26	L91975		Machine Gun, 50 Cal, M2			
27	L92386	M09009	Machine Gun, 5.56NN, M249			
28	M52650		Message Device, Digital, AN/PSG-2			
29	M74849		Melios Laser, AN/PVS-6			
30	M92363		Machine Gun, Grenade, MK-19 (Mark 19)			
31	N04596		Night Vision Site, AN/TVS-5			
32	N04732		Night Vision Site, AN/PVS-4			
33	N05482		Night Vision Goggles, AN/PVS-7B			
34	N05482	N04456	Night Vision Goggles, AN/PVS-52			
35	N95862		Navigation Set, Satellite System, AN/PSN-11 (PLGR)			
36	P21220		Position & Azimuth Determining System, AN/USQ-70 (PADS)			
37	P98152		Pistol, 9MM, Automatic, M9			
38	Q77755		Radio Set, C-2328/GRA-39			
39	R20684		Radiac Set, AN/VDR-2			

# Green Report (pg 2 of 2)

40	R20826		Radar, Chronograph, MVS, Paladin			
41	R30925		Radiac Set, AN/PDR-75			
42	R44863	R44931	Radio Set, AN/VRC-89D			
43	R44863	R45475	Radio Set, AN/VRC-92D			
44	R45407	R45475	Radio Set, AN/VRC-92D			
45	R50681		Recovery Vehicle, Full Tracked, Medium, M88A1			
46	R67160	R67228	Radio Set, AN/VRC-87D			
47	R67194	R67262	Radio Set, AN/VRC-88D			
48	R67908	R67228	Radio Set, AN/VRC-87D			
49	R67908	R67976	Radio Set, AN/VRC-90D			
50	R67908	R45475	Radio Set, AN/VRC-92D			
51	R95035		Rifle, 5.56MM, M16A2			
52	R97234		Rifle, 5.56MM, M4			
53	T38844		Truck, Ambulance, 4 Litter, 4X4 (HMMWV)			
54	T41067		Truck, Cargo, Heavy, M1074 (PLS)			
55	T45465		Trailer, Flat Bed, 11 Ton, 4 Wheel (HEMAT Fuel Trl)			
56	T55957		Terminal, Radio-Telephone Moble Subscriber, AN/VRC-2			
57	T58161		Truck Tank, Fuel Servicing, 2500 Gallon , 8X8 (HEMTT)			
58	T59346		Truck, Cargo, 5/4 Ton, M1008A1			
59	T59346	T59486	Truck, Cargo, 5/4 Ton, M1008A2			
60	T59346	T59414	Truck, Cargo, 5/4 Ton, M1028A2			
61	T60081	X40009	Truck, Cargo, 2 1/2 Ton, 4X4, M1078			
62	T60149	X40146	Truck, Cargo, 2 1/2 Ton, 4X4, W/W, M1078			
63	T61494		Truck, Utility, 1 1/4 Ton, 4X4, M998 (HMMWV)			
64	T61562		Truck, Utility, 1 1/4 Ton, 4X4, M1038 (HMMWV)			
65	T61630		Truck, Utility, 1 1/4 Ton, 4X4, M1113 (HMMWV)			
66	T63093		Truck, Wrecker, 8X8, W/W, M984A1			
67	V19950		Tank, Liquid Dispensing, Trailer Mounted			
68	W07838		Theodolite Survey, Direct 0.2, T16			
69	W98825		Trailer Tank, Water, M149A2			
70	Z36068		W95811 Trailer, Cargo, M105A2			
71	Z36272	T95924	Trailer, Cargo, High Mobility, 1 1/4 Ton			

# Hand Receipts

# Classes of Supply

<b>CLASSES OF SUPPLY</b>		
<b>CLASS</b>	<b>DESCRIPTION</b>	<b>SYMBOL</b>
I	Rations	
II	Expendables	
III	POL	
IV	Barrier material	
V	Ammunition	
VI	Sundry	
VII	Major end items	
VIII	Medical	
IX	Repair parts	
X	Material to support nonmilitary programs	

# Training Management



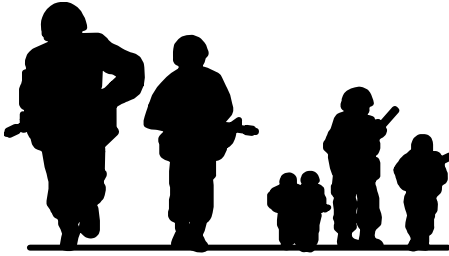
*"There are two powers in the world, the sword and the spirit. In the end the spirit will always conquer the sword."*

*~ Napoleon*

# CHAPTER 4

8 Step Training Model  
Training Assessment  
Major Training Area / Collective Training Objectives  
Pre-Execution Checklist  
Training Packet Checklist  
Training Plan  
Sign In Roster  
After Action Review  
Risk Assessment  
Safety  
Ground Risk Assessment Tool (GRAT)  
Supply Request  
Vehicle License Tracker  
APFT & Weapons Tracker  
Required Training / Annual Briefing Tracker  
Additional Duties  
Special Purpose Training Tracker  
Patrol Base Smart Card / Deployment Smart Card  
Vehicle Teams  
Murphy's Laws

# 8 STEP TRAINING MODEL



## RETRAIN

Alternate Instructor, Focus on Weakness

## CONDUCT AAR

Review Training Objectives, Establish What Happened, Establish Why It Happened, Determine What Was Right, Determine What Was Wrong, Determine What Should Be, Done Differently Next Time

## EXECUTE

Precombat Checks, Focus on Doctrine, Basics, & Standards, Coach Frequently, Control Environment, Develop Teamwork, Increase Complexity, Make Training Realistic, Ensure Participation

## REHEARSE

Leaders and OC's, Reduced Force, Sand Table, Rock Drill, TEWT, Full Force, Force on Force

## ISSUE ORDER

Situation, Enemy, Friendly, Attachments & Detachments, Mission Execution, Concept of Operation, Coordination Instructions, Service and Support, Concept of Logistics, Materiel, and Medical Evacuation, Command and Signal

## RECON

Recon Training Site, Route, & Obstacles, Terrain Walk Done, With Key Leaders

## TRAIN LEADERS

Train Leaders First, Focus on Doctrine, Basics, & Standards, Classroom Instruction, Performance Tests, Written Tests, On Site Certification

## PLAN

Training Objectives, Soldiers to Train, Trainers/Evaluators, Land/Facilities, Equipment/Supplies, References & TTP's, Risk Assessment



# Training Assessment

STEPS	PROCEDURE
1	TRAINING OBJECTIVE:
2	GATHER REQUIRED RESOURCES:
3	TRAINING STATEMENT:
4	SAFETY STATEMENT:
5	PRETEST:
6	ORIENTATION STATEMENT:
7	DEMONSTRATION GUIDELINES:
8	PERFORMANCE STEPS:
9	SKILL PRACTICE:
10	PERFORMANCE TEST:
11	RECORD AND REPORT RESULTS OF TRAINING:
12	REFERENCES:

# Major Training Area/Collective Training Objectives

- **OBJECTIVE 1**

<b>Task</b>	
<b>Conditions</b>	
<b>Standards</b>	
<b>Material Needed</b>	

**Evaluation (TPU)**

- **OBJECTIVE 2**

<b>Task</b>	
<b>Conditions</b>	
<b>Standards</b>	
<b>Material Needed</b>	

**Evaluation (TPU)**

- **OBJECTIVE 3**

<b>Task</b>	
<b>Conditions</b>	
<b>Standards</b>	
<b>Material Needed</b>	

**Evaluation (TPU)**

- **OBJECTIVE 4**

<b>Task</b>	
<b>Conditions</b>	
<b>Standards</b>	
<b>Material Needed</b>	

**Evaluation (TPU)**

- **OBJECTIVE 5**

<b>Task</b>	
<b>Conditions</b>	
<b>Standards</b>	
<b>Material Needed</b>	

**Evaluation (TPU)**

# PRE-EXECUTION CHECKLIST

- What are the lessons learned from the last time the training was conducted? Are they integrated?
- Has the OPFOR been equipped and trained (if applicable)?
- Are slice elements integrated into planning and execution of training?
- Has a risk assessment been completed? Have safety consideration been completed.
- Are Soldiers trained on prerequisite prior to execution?
- Have training ranges and facilities been requested? Has a reconnaissance been conducted?
- Are range or maneuver books on hand?
- Are leaders certified to conduct range operations?
- Are leaders briefed on environment considerations?
- Have convoy clearances been submitted and approved?
- Have TADSS been identified and approved? (TADSS : Training AIDS, Devices, Simulators, Simulations)
- Can trainers properly operate all TADSS and targetry?
- Has Class I (Food) been requested? Does the dining facility and support platoon know?
- Has Class III (Fuel) been requested and picked up?
- Has Class V (Ammo) been requested and picked up?
- Has Transportation been requested?
- Are sufficient expendable supplies on hand?
- Is rehearsal time programmed for trainers?
- Has back brief for chain of command been coordinated?
- Is time scheduled for an AAR?

# Training Packet Checklist

Instructor: \_\_\_\_\_

Assistant Instructor: \_\_\_\_\_

Date of Training: \_\_\_\_\_

\_\_\_\_\_ Training Plan

\_\_\_\_\_ DA Form 7566 Risk Assessment (Signed)

\_\_\_\_\_ Supply Request Form

\_\_\_\_\_ After Action Review

\_\_\_\_\_ Sign In Roster

*Yours is the profession of arms, the will to win, the sure knowledge that in war there is no substitute for victory, that if you lose, the nation will be destroyed, that the very obsession of your public service must be Duty, Honor, Country...*

*~General of the Army Douglas MacArthur*

# Training Plan

Instructor: \_\_\_\_\_

Assistant Instructor: \_\_\_\_\_

Requested Date of Training: \_\_\_\_\_

Task / Mission: \_\_\_\_\_

Subtask(s):

_____	_____
_____	_____
_____	_____
_____	_____

Training Area / Location Request:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Assisting Personnel:

_____	_____
_____	_____
_____	_____

Instructor Signature: \_\_\_\_\_ Submission Date: \_\_\_\_\_

# Sign In Roster

	Company	Rank	Last	First	MI	Signature	Date
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							

# AFTER ACTION REVIEW

## PLAN

- Establish objectives for AAR
- Select qualified observers
- Review the training and evaluation plan
- Identify the participants
- Plan stop points during exercises for AAR's
- Make potential site selections
- Select training aids
- Draft an AAR plan
- Review the unit's training objectives and plan

## PREPARATION

- Review the training objectives, orders, and doctrine
- Observe the training
- Organize the selected AAR Site
- Collect information from the observers
- Develop a discussion outline
- Organize and rehearse

## CONDUCT

- Restate the unit's mission and event's training objectives
- Generate discussion
- Orient on training objectives
- Seek maximum participation
- Continually summarize to emphasize key learning points

**LEADERS TIP:** If possible, write down Soldier's feedback (sustain/improve) on butcher paper mounted on easel. Soldiers are more active in providing feedback if they see you care enough to write down their comments.

# After Action Review

Class / Training: \_\_\_\_\_

Instructor(s): \_\_\_\_\_

Date of Training: \_\_\_\_\_

Task / Mission: \_\_\_\_\_

Conditions:

---

---

---

Standards:

---

---

---

## Review

Positive: \_\_\_\_\_

---

---

Needs Improvement: \_\_\_\_\_

---

---

Sustain: \_\_\_\_\_

---

---



# RISK ASSESSMENT

## RISK MANAGEMENT WORKSHEET

(CDTCMD Reg 385-10; proponent agency is Cadet Command Safety)

1. Organization and Unit Location: <b>ROTC Battalion</b>		2. Page <b>1</b>		of <b>2</b>		
3. Mission/Task: <b>Conduct Rappel Training (include Transportation to and from Tower)</b>		4. Begin Date:		5. End Date:		
6. Date Prepared:						
7. Operational Phase in which the Mission/Task will be conducted: <b>Throughout training phase</b>						
8. Tasks	9. Identify Hazards	10. Initial Risk Level	11. Develop Controls	12. Residual Risk Level	13. Implement Controls ("How To")	14. Who/How Supervised
Transportation to tower.  Rappelling from a 34-ft Tower	Driver Fatigue	M	Ensure driver gets adequate rest.	L	AR 385-55, Prevention of Motor Vehicle Accidents	Driver – Self
	Traffic/Congestion	M	Drive slower and defensively.	L	AR 600-55, Army Driver and Operator Standardization Program	Driver – Self
	Weather Conditions (rain/ice on road)	H	Drive slower than posted speed limit.	M		Driver – Self
	Inexperienced cadets	H	Instruct and demonstrate: (1) Fundamentals of rappelling, (2) How to properly tie knots and (3) Safety requirements. Always require use of helmets and gloves.	M	TSP No.1, Basic Rappelling TC 21-24, Rappelling	Qualified Rappel Master will supervise.
	Equipment failure resulting in falls.	H	Conduct a safety inspection of tower and all rappelling equipment prior to training exercise. Conduct annual safety inspection of tower.	M	TC 21-24, Rappelling	Rappel Master will inspect.
Heat Injury/ Dehydration	H	Monitor Heat Index, advise all to drink sufficient volumes of water at frequent intervals, carry canteen(s) and know location of water points.	M	AR 385-10, Safety Program DA Pam 385-1, Unit Safety	Army Safety Officer, CDSO, Univ. Safety.	
Wildlife, insects and plants	M	Brief cadets to avoid wildlife, insects and plants. Use insect repellent. Have bee stings kits available.	L	TB MED 507 Water buffalo/jugs on site. GTA 8-5-50	Cadre monitor weather.	
15. Determine Overall Mission/Task Risk Level After Countermeasures Are Implemented: (Circle Highest Remaining Risk Level) <input checked="" type="radio"/> <b>LOW (L)</b> <input type="radio"/> <b>MODERATE (M)</b> <input type="radio"/> <b>HIGH (H)</b> <input type="radio"/> <b>EXTREMELY HIGH (E)</b>						
16. Medical Support: Advanced Trauma Life Support (ATLS) is required within 1 hour. On-site Medical Support provided (Circle one): Medic <input type="radio"/> Combat Lifesaver <input type="radio"/> <b>ARC/NSC First-Aid Responder</b> <input checked="" type="radio"/> None						
17. Prepared by: (Rank, Last Name, Duty Position)			18. Reviewed by Action Officer/Commander: (Rank, Last Name, Duty Position and Signature):			
19. Risk Decision Authority (Signature Block and Signature):				<b>Extremely High Risk:</b> Not Applicable for Cadet Command <b>High Risk:</b> CG or DCG <b>Moderate Risk:</b> Brigade Cdr (0-6). At Advanced/Basic Camp – Region Cdr or CofS <b>Low Risk:</b> Battalion Cdr. At Advanced/Basic Camp – Committee Chief or Regimental Cdr/TAC Officer		

CDTCMD Form 385-1-R-E, Apr 01

Risk Assessment and Risk Management Countermeasure Worksheets in CC Reg 145-3 are OBSOLETE

### Work Sheet Instructions Blocks

- 1 – 8. Self explanatory
9. **Identify Hazards** – Review METT-T factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.
10. **Initial Risk Level** – Assess hazard and determine initial risk for each hazard by applying risk assessment matrix.
11. **Develop Controls** – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity). Specify who, what, where, why, when, and how for each control.
12. **Residual Risk Level** – Determine the residual risk for each hazard by applying the risk assessment matrix, assuming the controls are implemented.
13. **Implement Controls** – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs, rehearsals).
14. **Who/How Supervised** – **Who and how will each control be monitored (continuous supervision, spot-checks).** Evaluate frequently and pass on lessons learned.
15. **Determine Overall Mission/Task Risk** – Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.
16. **Medical Support** – Select type of on-site medical support provided and circle it.
- 17 & 18. Self explanatory
19. **Risk Decision Authority** – The decision to accept or not accept the risk(s) associated with an action is made by the appropriate commander or leader responsible for performing that action.

# RISK ASSESSMENT

## Need to Risk Manage a METT-T Hazard

Hazards not adequately controlled are likely to cause loss of combat power. Answer the following questions about each hazard to determine if it is adequately controlled. If not, hazards needs to be risk managed.

### Are the Controls Adequate?

	Yes	No
<b>Support</b> – Is type/amount/capability/condition of support adequate to carry out the mission? • Personnel • Supplies • Equipment/Material • Services/Facilities		
<b>Standards</b> – Is guidance / procedure adequately clear / practical /specific to control hazard?		
<b>Training</b> – Is training adequately thorough and recent to control hazard?		
<b>Leader</b> – Is leadership ready, willing, and able to enforce standards required to control hazard?		
<b>Individual/Unit Self-Discipline</b> – Is performance and conduct sufficiently self-disciplined to control hazard?		

## Risk Assessment Matrix

### PROBABILITY

SEVERITY	Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	E	E	H	H	M
Critical	E	H	H	M	L
Marginal	H	M	M	L	L
Negligible	M	L	L	L	L

**PROBABILITY** – The likelihood that an event will occur.

**FREQUENT** – Occurs often, continuously experienced.

**LIKELY** – Occurs several times.

**OCCASIONAL** – Occurs sporadically.

**SELDOM** – Unlikely, but could occur at some time.

**UNLIKELY** – Can assume it will not occur.

**SEVERITY** – The expected consequence of an event in terms of degree of injury, property damage, or other mission-impairing factors.

**CATASTROPHIC** – Death or permanent total disability, system loss, major damage, significant property damage, mission failure.

**CRITICAL** – Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage, significant mission degradation.

**MARGINAL** – Minor injury, lost workday accident, minor system damage, minor property damage, some mission degradation.

**NEGLECTIBLE** – First aid or minor medical treatment, minor system impairment, little/no impact on mission accomplishment.

# RISK ASSESSMENT WORKSHEET

Risk Assessment Performed By : \_\_\_\_\_ DTG : \_\_\_\_\_

Risk Assessment Reviewed By : \_\_\_\_\_ DTG : \_\_\_\_\_

NATURE OF OPERATION				SOLDIER ALERTNESS					
OPERATION	OPERATION AREA			LENGTH OF REST					
LEGNTH	LOCAL AREA	ROAD OR TACTICAL	DEGREE OF HAZARD	OPERATING ENVIRONMENT	OPTIMUM 8 HOURS	ADEQUATE 6 HOURS	MINIMAL < 4 HOURS		
72 HOURS	3	4	5	TACTICAL GARRISON	3	4	5		
48 HOURS	2	3	4		1	2	3		
24 HOURS	1	2	3						
FIRST LINE SUPERVISOR				EQUIPMENT STATUS					
COMMAND CONTROL	NATURE OF			EQUIPMENT AGE	MAINTENANCE STATUS				
	NONTACTICAL	DAY TACTICAL	NIGHT TACTICAL		HIGHLY MAINTAINED C-1	C-2	C-3	NMCC-4	
OPCON	3	4	5	OLD	3	4	5		
ATTACHED	2	3	4	AVERAGE	2	3	4		
ORGANIC	1	2	3	NEW	1	2	3		
LEADERS REST AND TIME FOR PREPARATION				WEATHER & ENVIRONMENTAL CONDITIONS					
LEADERS REST	TIME FOR PREPARATION			TEMP.	VISIBILITY / MOISTURE				
	IN DEPTH	ADEQUATE	MINIMAL		CLEAR/ DRY	HAZE/DRIZZLE/FOG/ DUST	RAIN/SNOW /NIGHT		
< 4 HOURS	3	4	5	< 31 OR > 86	3	4	5		
6HOURS	2	3	4	32 – 59	2	3	4		
8HOURS	1	2	3	60 – 85	1	2	3		
SOLDIER EXPERIENCE				RISK ASSESSMENT					
TASK	EXPERIENCED	LIMITED EXPERIENCED	UNTRAINED	1 LOW 11		12 CAUTION 23		24 HIGH 30	
COMPLEX	3	4	5	HAZARDOUS / SINSITIVE CARGO RISK ASSESSMENT					
ROUTINE	2	3	4	1 LOW 9		10 CAUTION 19		20 HIGH 30	
SIMPLE	1	2	3						
MY RISK REDUCTION ACTIONS ARE				THE RISK ASSESSMENT IS					
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>				High Risk Operations assigned a value of 24 – 30 require coordination before executing the mission, with the next higher level of command external to the element making the assessment.					
				REMARKS					

# SAFETY

US Army Combat Readiness / Safety Program

<https://safety.army.mil/Default.aspx>

Find the following at the link above:

- Accident Reporting and Investigation
- Stats/Reports
- Training
- Composite Risk Management (CRM) – has a tool to basically complete a risk assessment for you
- Ground Safety
- Air Safety
- POV/Motorcycle Safety
- Safety Awards
- Multimedia – Videos, Download-able Posters, etc.
- Workplace Safety
- System Safety

\* Observe safe practices not only during a drill weekend or Annual Training, but always. This website offers assistance for both Soldiers and Family, such as safe “cookout” procedures, holiday safety, electrical safety, etc.



# Ground Risk Assessment Tool

Ground Risk Assessment Tool (GRAT) was developed to augment the Composite Risk Management (CRM) planning and decision-making process. It assists in the identification, assessment and control of hazards associated with specified missions or tasks. Consisting of five integral parts, it provides the user with an automated CRM worksheet (DA Form 7566) that can be updated, saved and emailed.

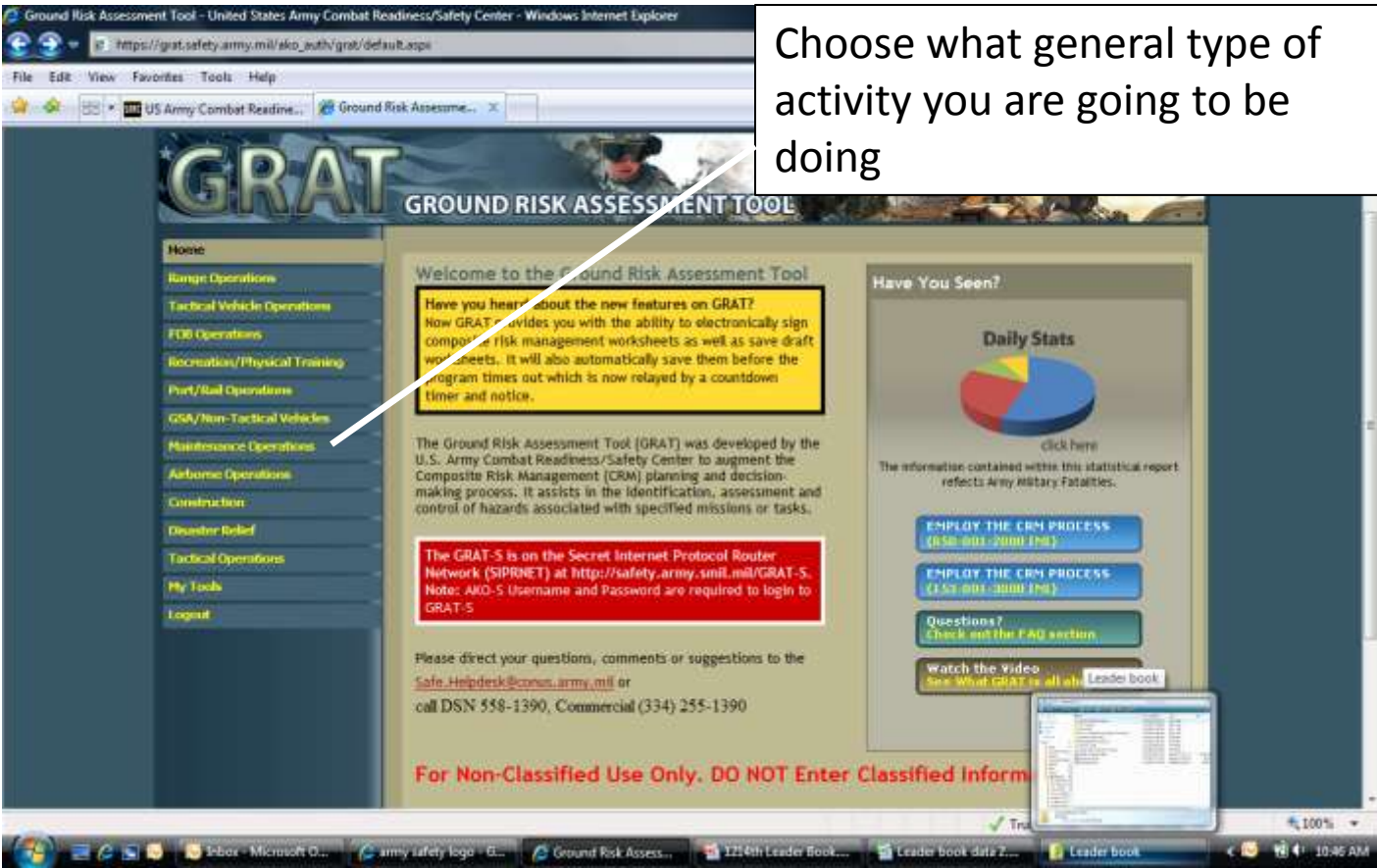
To access the Ground Risk Assessment Tool to help write your risk assessment, go to the following link:

<https://safety.army.mil/Default.aspx>

Click on the GRAT icon, then log in with your AKO Username and Password.

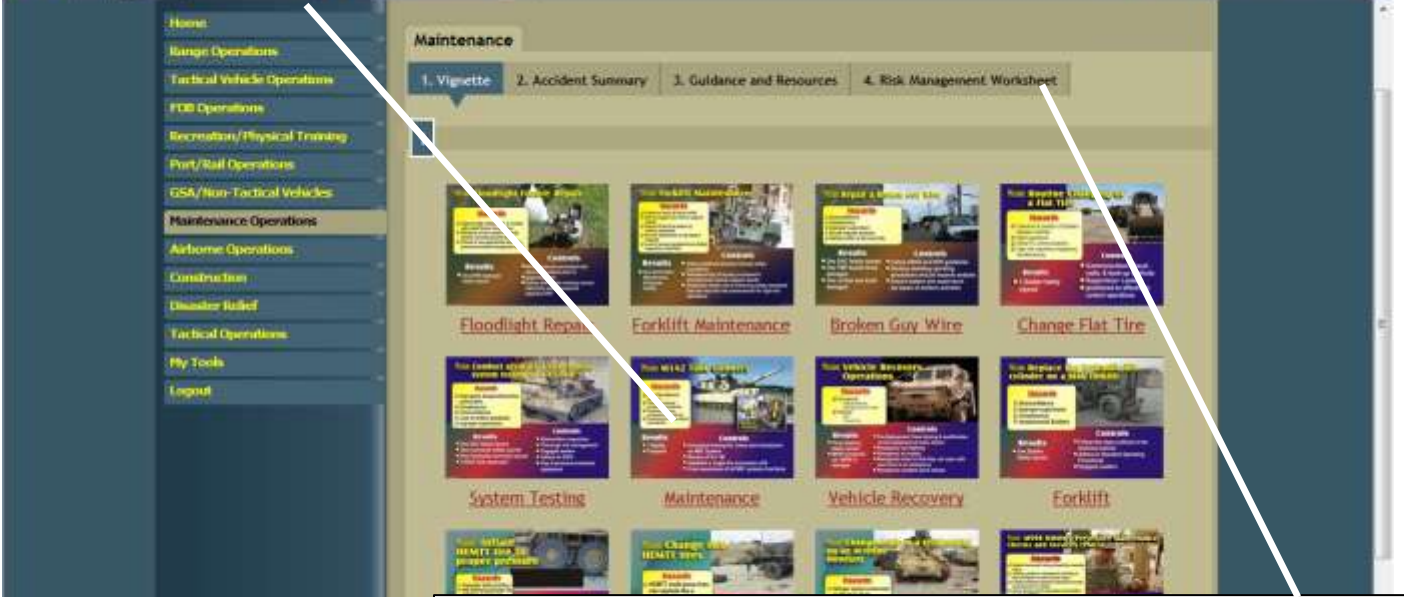
The screenshot shows the US Army Combat Readiness Safety Center website. The page features a navigation menu on the left with categories such as ACCIDENT REPORTING & INVESTIGATION, SAFETY STATISTICS & REPORTS, SAFETY TRAINING, COMPOSITE RISK MANAGEMENT, GROUND SAFETY, and AIR SAFETY. The main content area includes a "Messages From Leadership" section with a video player showing the text "ARMY SAFE IS ARMY STRONG". To the right, there are sections for "Latest PLRs" and "Top Training Links". At the bottom, the "Top USACR/SAFETY CENTER Tools" section is visible, containing icons for TRIPS, Online Training, and GRAT. The GRAT icon, which includes the text "GRAT Ground Risk Assessment Tool Get accident hazard and control information", is circled in red. A red arrow points from the text above to this icon. The browser's address bar shows the URL "https://safety.army.mil/Default.aspx".





Choose what general type of activity you are going to be doing

Choose what specific type of activity you are going to be doing



Then you can read through the Vignette, Accident Summary, Guidance and Resources, or go directly to the Risk Management Worksheet

# Supply Request Worksheet

Requestor Name/Rank: \_\_\_\_\_

Date Required: \_\_\_\_\_

Justification: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	Supply Item Requested	QTY	Unit of Issue	NSN (if Known)	Date Required
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					











# LICENSE

Never assume that just because someone holds a license,  
they know what they are doing.

# Individual PT and Weapons Tracker

TRAINING AREA		LAST TRAINING DATE	NEXT TRAINING DATE
APFT			
INDIVIDUAL WEAPONS QUALIFICATION	M16		
	M203		
	M249		
	AT-4		
	9MM		
INDIVIDUAL	CTT		
	NBC		
	COMBAT LIFESAVER		
	ROAD MARCH		
CREW SERVED WEAPONS QUALIFICATION	M60		
	M2		
	MK19		







# Additional Duties

HAZMAT TRAINER			BUS DRIVER TRAINER			UNIT PREVENTION LEADER (UPL)		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Combat Lifesaver			UNIT CAREER COUNSELOR			UNIT PUBLIC AFFAIRS REP		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
MASTER DRIVER			FIELD SANITATION			SAFETY OFFICER / NCO		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
UNIT MOVEMENT OFFICER / NCO			SUICIDE INTERVENTION OFFICER			APFT COORDINATOR		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
NBC NCO			UNIT MARKSMANSHIP NCO			APFT COORDINATOR		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Position	Name	Date Cert.	Position	Name	Date Cert.	Position	Name	Date Cert.
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Primary			Primary			Primary		
Alternate			Alternate			Alternate		



# Special Purpose Training

TEAM	DATE TRAINED	CERTIFIED
HAZMAT		
UNIT PUBLIC AFFAIRS (UPAR) / UNIT HISTORIAN		
UNIT PREVENTION LEADER (UPL)		
UNIT CAREER COUNSELOR (UCC)		

# Special Purpose Training

TEAM	DATE TRAINED	CERTIFIED
MASTER DRIVER		
PHYSICAL FITNESS NCO / APFT COORDINATOR		
FIELD SANITATION		
UNIT MARKSMANSHIP COORDINATOR / NCO		

# Special Purpose Training

TEAM	DATE TRAINED	CERTIFIED
SAFETY OFFICER / NCO		
SUICIDE INTERVENTION OFFICER / NCO		
COMBAT LIFESAVER		

# Special Purpose Team Training

TEAM	DATE TRAINED	CERTIFIED
RAIL LOAD		
AIR LOAD		
SHIP/ BARGE		
OTHER		

# Patrol Base Security Smart Card

Breach team			M2 .50 cal Gun Truck			EPW Handler		
<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>
Primary Breacher			Gunner			Primary		
Alt. Breach / NCOIC			A-Gunner			Alternate		
Breach Security -A			Driver-202			Security		
Breach Security -B								
Combat Lifesaver			Mass Cas. Evac.			RTO / Commo -202		
<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>
Primary			Primary			Primary		
Alternate			Alternate			Alternate		
Alternate			Alternate					
NBC Team			Mine Probers			C-Wire layers		
<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>
Primary			Primary			N/A		
Alternate / CLS			Alter / Security			N/A		
NBC Security -A			Alter / Security			N/A		
NBC Security -B						N/A		
						N/A		
SECURITY			Range Cards			Field Sanitation		
<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>	<i>Position</i>	<i>Name</i>	<i>Weapon</i>
Gun Truck			Squad leader			Primary		
As placed in hasty			Team Leader			Alternate		
As placed in hasty			Team Leader					
As placed in hasty			Individ. Hasty					
As placed in hasty						Position	Name	Weapon
As placed in hasty						Primary		
As placed in hasty						Alternate		
<i>Bumper #</i>	<i>Permanently Assigned to:</i>	<i>Convoy March Driver / TC</i>			<i>DUTY:</i>		<i>Order of March</i>	
					RTO / Commo			
					Gun Truck			
					Breach team			
					Breach team security			
					CLS			
					Rear security / EPW			
					CLS			



# Vehicle Teams

TEAM	VEHICLE TYPE	VEHICLE BUMPER #	DUTY POS	RANK	NAME
TM 1					
TM 1					
TM 2					
TM 2					
TM 3					
TM 3					
TM 4					
TM 4					
TM 5					
TM 5					
TM 6					
TM 6					
TM 7					
TM 7					
TM 8					
TM 8					
TM 9					
TM 9					
TM 10					
TM 10					

# Murphy's Laws Are Always In Effect

- ❖ Friendly fire – isn't
- ❖ Recoilless rifles – aren't
- ❖ Suppressive fires – won't
- ❖ You are not Superman; Marines and fighter pilots take note
- ❖ A sucking chest wound is Nature's way of telling you to slow down.
- ❖ If it's stupid but it works, it isn't stupid.
- ❖ Try to look unimportant; the enemy may be low on ammo and not want to waste a bullet on you.
- ❖ If at first you don't succeed, call in an airstrike.
- ❖ If you are forward of your position, your artillery will fall short.
- ❖ Never share a foxhole with anyone braver than yourself.
- ❖ Never forget that your weapon was made by the lowest bidder.
- ❖ If your attack is going really well, it's an ambush.
- ❖ The enemy diversion you're ignoring is their main attack.
- ❖ The enemy invariably attacks on two occasions: when they're ready. When you're not.
- ❖ No OPLAN ever survives initial contact.
- ❖ There is no such thing as a perfect plan.
- ❖ Five-second fuses always burn three seconds.
- ❖ There is no such thing as an atheist in a foxhole.
- ❖ A retreating enemy is probably just falling back and regrouping. The OI' Ranger's Addendum, or else they're trying to suck you into a serious ambush.
- ❖ The important things are always simple; the simple are always hard.
- ❖ The easy way is always mined.
- ❖ Teamwork is essential; it gives the enemy other people to shoot at.
- ❖ Don't look conspicuous; it draws fire. For this reason, it is not at all uncommon for aircraft carriers to be known as bomb magnets.
- ❖ Never draw fire; it irritates everyone around you.
- ❖ If you are short of everything but the enemy, you are in the combat zone.
- ❖ When you have secured the area, make sure the enemy knows it too.
- ❖ Incoming fire has the right of way.
- ❖ No combat ready unit ever passed inspection.
- ❖ No inspection ready unit ever passed combat.
- ❖ IF the enemy is within range, so are you.
- ❖ The only thing more accurate than incoming enemy fire is incoming friendly fire.
- ❖ Things which must be shipped together as a set, aren't.
- ❖ Things that must work together can't be carried to the field that way.
- ❖ Radios will fail as soon as you need fire support.
- ❖ Radar tends to fail at night and in bad weather, and especially during both.
- ❖ Anything you do can get you killed, including nothing.
- ❖ Make it too tough for the enemy to get in, and you won't be able to get out.
- ❖ Tracers work both ways.
- ❖ If you take more than your fair share of objectives, you will get more than your fair share of objectives to take.
- ❖ When both sides are convinced they're about to lose, they're both right.
- ❖ Professional Soldiers are predictable; the world is full of dangerous amateurs.
- ❖ Military intelligence is a contradiction.
- ❖ Fortify your front; you'll get your rear shot up.
- ❖ Weather ain't neutral.
- ❖ If you can't remember, the Claymore is pointed toward you.





# Scheduled Events

# CHAPTER 5



*"To secure peace is to prepare for war."*

*~Carl Von Clausewitz*

*"Good young officers who become good old generals are made by good sergeants, ... a combination of ill-founded self-confidence, bluff and outstanding support and guidance from a series of unforgettable sergeants allowed me to create an impression of competence."*

*~ Major- General Lewis MacKenzie, Peacekeeper, 1993*

Monthly Calendar  
Yearly Calendar

# Monthly Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

*Never get so caught up in cutting wood that you forget to sharpen your axe.  
~ 1SG James J. Karolchyk*

# Yearly Calendar

	Drill Start	Drill End	Training Focus
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			

# 1214<sup>th</sup> FSC Calendar 2011

	Drill Start	Drill End	Training Focus
January	8-Jan	9-Jan	HOST @ Washington; LFX load out
February	4-Feb	6-Feb	LFX @ FSGA
March	1-Mar	11-Mar	SRP & AT; NIMS Trng; HAZMAT Trng
April	1-Apr	3-Apr	AWQ @ FGGA
May	16-May	22-May	HRF-X @ Meridian, MS
June	4-Jun	5-Jun	HOST @ Washington; 100% Inventory
July			No Drill Scheduled
August	5-Aug	7-Aug	HRF-X @ FGGA (may become LFX @ FSGA)
September	10-Sep	11-Sep	HOST @ Washington; APFT; Family Day
October			TBD
November			TBD
December			TBD

# Chain of Command

# CHAPTER 6



*“There are two powers in the world, the sword and the spirit. In the end the spirit will always conquer the sword.”*

*~ Napoleon*

Chain of Command /NCO Support Channel  
Officer Ranks  
Warrant Officer Ranks  
NCO Ranks  
Chain of Command  
Chain of Concern

# Chain of Command / NCO Support Channel

## Chain of Command

1. Your chain of command has legal responsibility for your training, discipline, and overall welfare. It includes the NCO directly over you (your first-line supervisor), to your company, battalion, brigade, and division commanders, to the civilians charged with authorizing Army actions and supplying us, all the way up to our Commander-in-Chief, the President of the United States.
2. The list below is to remind you of the people in your chain of command. Memorize their names and ranks/positions.



First Line Supervisor  
Platoon Leader  
Company Commander  
Battalion Commander  
Brigade Commander  
State/Division/Post Commander  
Governor  
Chief of Staff of the Army  
Secretary of the Army  
Secretary of Defense  
President of the United States

## NCO Support Channel

1. The NCO support channel, while not directly a part of your chain of command, is often just as important, and includes the NCOs (PSG, 1 SG, CSM) who play a vital role in whatever unit you are a part of.
2. The list below is to remind you of the people in your NCO support channel. Memorize their names and ranks/positions.

Platoon Sergeant  
First Sergeant  
Battalion CSM  
Brigade CSM  
State/Division/Post CSM  
Sergeant Major of the Army

*"When a soldier looks up on the battlefield he will not see his first sergeant, sergeant major, company commander, battalion commander .... he won't even see his platoon sergeant! He WILL see HIS sergeant .... the squad leader, crew chief, team leader, tank commander .... and this NCO will principally provide the leadership, advice, counsel, and firm and reassuring direction on that battlefield."  
~ Gen. Paul F. Gorman (US Army)*

# Officer Ranks



Second Lieutenant / 2LT / O1



First Lieutenant / 1LT / O2



Captain / CPT / O3



Major / MAJ / O4



Lieutenant Colonel / LTC / O5



Colonel / COL / O6



Brigadier General / BG / O7



Major General / MG / O8



Lieutenant General / LTG / O9



General / GEN / O10



General of the Army / GOA

# Warrant Officer Ranks

W1 Warrant Officer



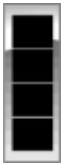
W2 Chief Warrant Officer 2



W3 Chief Warrant Officer 3



W4 Chief Warrant Officer 4















W5 Chief Warrant Officer 5





# Enlisted Ranks

Insignia	Rank	Designation
NO INSIGNIA	Private (PVT)	E-1
	Private (PVT2)	E-2
	Private-First Class (PFC)	E-3
	Specialist (SPC)	E-4
	Corporal (CPL)	E-4
	Sergeant (SGT)	E-5
	Staff Sergeant (SSG)	E-6
	Sergeant First Class (SFC)	E-7
	Master Sergeant (MSG)	E-8
	First Sergeant (1SG)	E-8
	Sergeant Major (SGM)	E-9
	Command Sgt Major (CSM)	E-9
	Sergeant Major of the Army	E-9

# Chain of Command



# Chain of Command

## National Guard



# Chain of Concern

**Squad Leader**

Name :

Address

Telephone

**Platoon Sergeant**

Name :

Address

Telephone

**Platoon Leader**

Name :

Address

Telephone

**1SG**

Name :

Address

Telephone

**Commander**

Name :

Address

Telephone

# Army National Guard

The Army National Guard has a dual mission that includes federal and state roles. In its federal role, the National Guard provides trained units able to mobilize quickly for war, national emergencies, and other missions. In its state role, it prepares for domestic emergencies and other missions as required by state law. National Guard Soldiers serve as the first military responders within states during emergencies. National Guard units are commanded by their state executive (usually the governor) unless they are mobilized for a federal mission. Members of the National Guard exemplify the state militia traditions of citizens answering the call to duty. Their selfless service, like that of Sergeant Christian P. Engeldrum described in the following vignette, reflects America's values and inspires others to the noble calling that serves freedom.

(FM-1 The Army)

## COMMIT TO THE IDEALS OF THE WARRIOR ETHOS

The Army prepares every Soldier to be a warrior. Army training seeks to replicate the stark realities of combat. The Army has changed its training systems to reflect the conditions of the current operational environment and better prepare Soldiers for them. The goal is to build Soldiers' confidence in themselves and their equipment, leaders, and fellow Soldiers.

Mental and physical toughness underpin the beliefs established in the Soldier's Creed. Army leaders develop them in all Soldiers. The Warrior Ethos inspires the refusal to accept failure and conviction that military service is much more than a job. It generates an unfailing commitment to win. The Warrior Ethos defines who Soldiers are and what Soldiers do. It is derived from the Army Values and reinforces a personal commitment to service.

Commitment to the ideals of the Warrior Ethos is deeply embedded in the Army's culture. The Warrior Ethos instills a **"mission first-never quit" mental toughness** in Soldiers. Training as tough as combat reinforces the Warrior Ethos. Soldiers who demonstrate it are promoted. Soldiers combine the Warrior Ethos with initiative, decisiveness, and mental agility to succeed in the complex, often irregular, environments in which they operate. **Soldiers and leaders who exemplify the Warrior Ethos accomplish the mission regardless of obstacles.**



(FM-1 The Army, Ch. 4-42)

*The Army is a strategic instrument of national policy that has served our country well in peace and war for over two centuries.*

The Nation has entrusted the Army with preserving its peace and freedom, defending its democracy, and providing opportunities for its Soldiers to serve their country and develop their skills and citizenship. To fulfill its solemn obligation to the Nation, the Army will continue to be the preeminent landpower on earth—the ultimate instrument of national resolve.

The Army will remain a values-centered, doctrine-based profession of Soldiers, rooted in the fundamental principles expressed in the Declaration of Independence and Constitution of the United States. George Washington's moral courage and selfless leadership preserved the ideal of civilian control of the military. Washington's actions at Newburg show what selfless service to the Nation means—enduring personal sacrifice for the greater common good and rejecting personal gain that comes at the Nation's expense. Today's Soldiers continue his legacy of sacrifice and selfless service.

The Army's proud history and traditions point to countless men and women who have been and are committed to defending the American way of life. They are citizens who answered the call to duty. Many made the ultimate sacrifice. Today's Soldiers, bound together through the trials of service and combat, hold fast to the professional standards embodied in the Army Values and Warrior Ethos. In so doing, they will continue to inspire the Nation and the next generation that answers the call to duty.

(FM-1 The Army, Ch. 4-)



# Leadership & Teamwork

# CHAPTER 7



*"Model the way - When the process gets tough, get your hands dirty. A boss tells others what to do...a leader shows it can be done."*

*"If the band played a piece first with the piccolo then with the brass horn, then with the clarinet, and then with the trumpet, there would be a hell of a lot of noise but no music. To get harmony in the music, each instrument must support the others, to get harmony in battle, each weapon must support the others. Team play wins."*

*~General George S. Patton*

Leadership / Leadership Principles  
Lessons from Geese  
Military Leadership  
Core Leadership Competencies  
Troop Leading Procedures / MDMP  
Leadership Attributes  
Leadership Traits  
Core Competencies  
School of Knowledge  
Horizontal & Vertical Bonding Process

# Leadership

## 3 Things We Owe Our Soldiers

- ✓ Purpose
- ✓ Motivation
- ✓ Direction

## 3 Styles of Leadership

- ✓ Participative
- ✓ Delegative
- ✓ Directive



## 11 Leadership Principles

Know Yourself and Seek Self Improvement

Be Technically and Tactically Proficient

Seek Responsibility and Take Responsibility for Your Actions

Make Sound and Timely Decisions

Set the Example

Know Your Soldiers Well and Look Out for Their Well Being

Keep Your Subordinates Informed

Develop a Sense of Responsibility in Your Subordinates

Ensure the Task is Understood, Supervised, and Accomplished

Build the Team

Employ Your Unit in Accordance with Its Capabilities



# 11 Leadership Principles

- 1 - Be tactically and technically proficient
  - a. This means in the field and in garrison also.
  - b. To be tactical in Garrison means to navigate well among Superiors, and peers, as well as subordinates. Be seen as technically proficient always, or do not be seen.
- 2 - Know yourself and seek self-improvement
  - a. Look at yourself daily, evaluate honestly, and make adjustments.
  - b. Never be content with what you see in yourself, always improve your person.
- 3 - Know your Soldiers and look out for their welfare
  - a. Don't just know their name; know them as a Soldier and a person.
  - b. Always read your Soldiers for their strengths and weaknesses
  - c. Don't just put them before you in the chow line, put them first always
- 4 - Keep your Soldiers informed
  - a. Knowledge does equal power, put it in the hands of your subordinates, and team
  - b. Make sure your Soldiers hear it from you first.
- 5 - Set the example
  - a. Show your Soldiers what right looks like
  - b. Set the example, by being an example in all areas of your life.
- 6 - Ensure the task is understood, supervised and accomplished
  - a. Never leave your Soldiers misinformed
  - b. Soldiers only do what is supervised
  - c. Your team grows through its accomplishments
- 7 - Train your Soldiers as a team
  - a. No war can be won on the back of an individual
  - b. If one fails, we all fail
- 8 - Make sound and timely decisions
  - a. There is only a split second between life and death
  - b. Don't let sound get in the way of timely, make a decision
  - c. A decision equals an action
- 9 - Develop a sense of responsibility in your subordinates
  - a. Your subordinate deserves a chance to grow
  - b. Don't suppress a future leader
  - c. Confidence you show today equals confidence displayed tomorrow
- 10 - Employ your unit in accordance with its capabilities
  - a. Principle # 3 Know your Soldiers well
  - b. Don't take a knife to a gunfight
  - c. If you don't have enough ask for more, under promise, over deliver
- 11 - Seek responsibility and take responsibility for your actions
  - a. All responsibility is yours ultimately
  - b. It cannot be delegated
  - c. Always except responsibility for your subordinates the pass it on.



# Team Lessons from Geese

As each bird flaps its wings, it creates uplift for the bird following. By flying in a “V” formation, the whole flock adds 71% more to its flying range than if each bird flew alone.

*Lesson:* Teammates who share a common direction and a sense of community can get where they’re going quicker and easier when they travel on shared power.

When the lead goose tires, it rotates back into the formation and another goose flies at the point position.

*Lesson:* It pays to take turns doing the hard tasks and sharing the leader’s role.

Whenever a goose is sick or wounded, two geese drop out of formation to help and protect it. They stay with it until it can fly again or dies.

*Lesson:* Stand by one another in times of trouble.

Team Lessons From Geese - Adapted from *40 Tools for Cross-Functional Teams*, Walter J. Michalski. Productivity Press. 541 NE 20<sup>th</sup> Ave, Portland, OR 97232

## Definition of a Team:

A group of people banded together for the purpose of accomplishing a common goal.

### 3 Stages to building a Team

- Formation Stage
- Enrichment Stage
- Sustainment Stage

# **MILITARY LEADERSHIP**

**THE ART OF INFLUENCING AND  
DIRECTING MEN AND WOMEN IN SUCH  
A MANNER TO OBTAIN THEIR WILLING  
OBEDIENCE, RESPECT, CONFIDENCE  
AND LOYAL COOPERATION IN ORDER  
TO ACCOMPLISH THE MISSION**

## **ROLES OF A LEADER**

**MODEL SOLDIER AND COMMANDER**

**INSTRUCTOR**

**PERSONNEL TECHNICIAN**

**COUNSELOR**

**CUSTODIAN OF SOLDIER'S WELFARE**

## **FACTORS OF LEADERSHIP**

**THE LED**

**THE LEADER**

**THE SITUATION**

**COMMUNICATION**

# CORE LEADER COMPETENCIES

TO SUPPORT THE ARMY'S STRATEGIC OBJECTIVE- "TRAINED AND EQUIPPED SOLDIERS AND DEVELOPED LEADERS."

LEADS OTHERS: LEADERS MOTIVATE, INSPIRE, AND INFLUENCE OTHERS TO TAKE INITIATIVE, WORK TOWARD A COMMON PURPOSE, ACCOMPLISH TASKS, AND ACHIEVE ORGANIZATIONAL OBJECTIVES.

EXTENDS INFLUENCE BEYOND THE CHAIN OF COMMAND: LEADERS MUST EXTEND THEIR INFLUENCE BEYOND DIRECT LINES OF AUTHORITY AND CHAINS OF COMMAND.

LEADS BY EXAMPLE: LEADERS ARE ROLE MODELS FOR OTHERS. THEY ARE VIEWED AS THE EXAMPLE AND MUST MAINTAIN STANDARDS AND PROVIDE EXAMPLES OF EFFECTIVE BEHAVIOR. WHEN ARMY LEADERS MODEL THE ARMY VALUES, THEY PROVIDE TANGIBLE EVIDENCE OF DESIRED BEHAVIORS AND REINFORCE VERBAL GUIDANCE BY DEMONSTRATING COMMITMENT AND ACTION

COMMUNICATE: LEADERS COMMUNICATE BY EXPRESSING IDEAS AND ACTIVELY LISTENING TO OTHERS. EFFECTIVE LEADERS UNDERSTAND THE NATURE AND POWER OF COMMUNICATION AND PRATICE EFFECTIVE COMMUNICATION TECHNIQUES SO THEY CAN BETTER RELATE TO OTHERS AND TRANSLATE GOALS INTO ACTIONS.

GETS RESULTS: LEADERS PROVIDE GUIDANCE. THEY MANAGE RESOURCES AND THE WORK ENVIRONMENT, THEREBY ENSURING CONSISTENT AND ETHICAL TASK ACCOMPLISHMENT.

THE ABOVE CORE LEADER COMPETENCIES ARE DESCRIBED IN MORE DETAIL IN FM 6-22.

## ***A Soldier is...***

a warrior and a member of the best trained and equipped team; flexible, adaptive, confident and competent in Warrior Tasks and Drills; proficient in required skills for current duty position in unit of assignment; lives the Warrior Ethos, grounded in Army Values, and prepared to close with and destroy the enemies of the United States in close combat.



## ***Warrior Ethos is...***

the foundation for the American Soldier's total commitment to victory in peace and war. While always exemplifying Army Values, Soldiers that live the Warrior Ethos ***put the mission first, refuse to accept defeat, never quit, and never leave behind a fallen comrade.*** They have absolute faith in themselves, their equipment and their team.

# Troop Leading Procedures

1. **Receive mission.**
2. **Issue warning order.**
3. **Make a tentative plan.**
4. **Initiate movement.**
5. **Conduct reconnaissance.**
6. **Complete the plan.**
7. **Issue Operation Order.**
8. **Supervise.**



## Military Decision Making Process

1. **Receipt of mission**
2. **Mission analysis**
3. **Course of action development**
4. **Course of action analysis**
5. **Course of action comparison**
6. **Course of action approval**
7. **Orders production**

# Troop Leading Procedures

**Receive the mission.** Once you receive your mission, analyze to determine what exactly has to be done and what other factors will affect your ability to do it.

**Issue warning order.** As soon as you understand the mission, let subordinates know so they can begin planning.

**Make a tentative plan.** After analyzing the mission, develop some different ways (courses of action -- COA) to get it done. Then compare these COAs to determine which one is best.

**Initiate movement.** Begin Soldiers' and equipment movement to where they will be needed or where they will rehearse the operation.

**Conduct reconnaissance.** Survey, as much as possible, the ground on which you will operate. At a minimum, conduct a map reconnaissance.

**Complete the plan.** Based on the reconnaissance and any changes in the situation complete the plan of action.

**Issue the order.** Fully brief Soldiers on what has to get done, the commander's intent, and how you are going to accomplish the task.

**Supervise and assess.** Supervise preparation for the mission through rehearsals and inspections.

# Leadership Attributes

**Will**  
**Self-Discipline**  
**Initiative**  
**Judgment**  
**Confidence**  
**Intelligence**  
**Cultural Awareness**

*Mental*

**Health Fitness**  
**Physical Fitness**  
**Military Bearing**  
**Professional Bearing**

*Physical*



**Self-control**  
**Balance**  
**Stability**

*Emotional*



# LEADERSHIP TRAITS

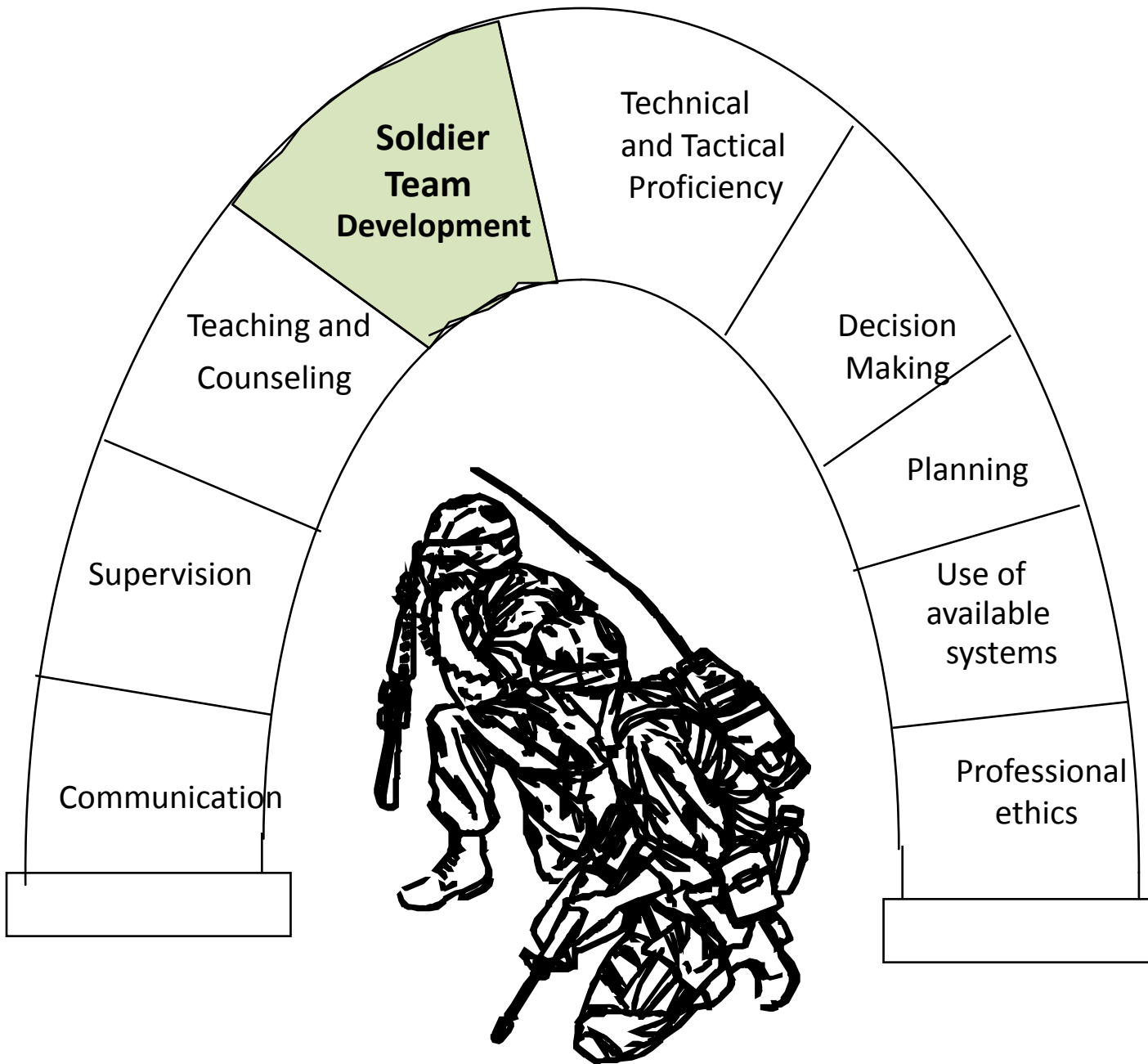


**Justice**  
**Judgment**  
**Decisiveness**  
**Integrity**  
**Dependability**  
**Tact**  
**Initiative**  
**Enthusiasm**  
**Bearing**  
**Unselfishness**  
**Courage**  
**Knowledge**  
**Loyalty**  
**Endurance**

*Theirs not to make reply,  
Theirs not to reason why,  
Theirs but to do and die:  
Into the valley of Death Rode the six hundred.*  
~ Alfred, Lord Tennyson

*“Maturity: Be able to stick with a job until it is finished. Be able to bear and injustice without having to get even. Be able to carry money without spending it. Do your duty without being supervised.”*  
~ Ann Landers

# LEADERSHIP COMPETENCIES



Model the way - When the process gets tough, get your hands dirty. A boss tells others what to do...a leader shows it can be done.

# School of Knowledge

## Principles of Leadership

1. Know yourself & seek self-improvement
2. Be technically & tactically proficient
3. Make sound & timely decisions
4. Set the example
5. Build the team
6. Seek responsibility & take responsibility for your actions
7. Develop a sense of responsibility in your subordinates
8. Keep your subordinates informed
9. Know your soldiers & look out for their actions
10. Ensure the task is understood, supervised, & accomplished
11. Employ your unit IAW its capabilities

## Nine Competencies

1. Communication
2. Decision-making
3. Planning
4. Professional Army ethic
5. Supervision
6. Soldier team development
7. Technical & tactical proficient
8. Teaching & counseling
9. Use of available systems

## 14 Attitudes

1. Enforce Standards
2. Set the example
3. Accomplish the mission
4. Take care of soldiers
5. Be dedicated & selfless
6. Accept responsibility for self & subordinates
7. Obey lawful orders
8. Be honest & courageous
9. Maintain physical & mental toughness

## 7 Components of BOS

1. Intelligence
2. Maneuver
3. Fire Support
4. Air Defense
5. Mobility/ Counter-mobility/  
Survivability
6. Command & control

## 8 Step Training Model

1. Plan the training
2. Train the trainers
3. Recon the site
4. Issue the order
5. Rehearse the training
6. Execute the training
7. Evaluate the training
8. Retrain as necessary

## Nine Principles of Training

1. Train as you fight.
2. Train to challenge
3. Train to maintain
4. Train to sustain proficiency
5. Train as a combined arms & service team
6. Train using appropriate doctrine
7. Train using performance-oriented techniques
8. Train using multi-echelon techniques
9. Make commanders primary trainers

## Troop Leading Procedures

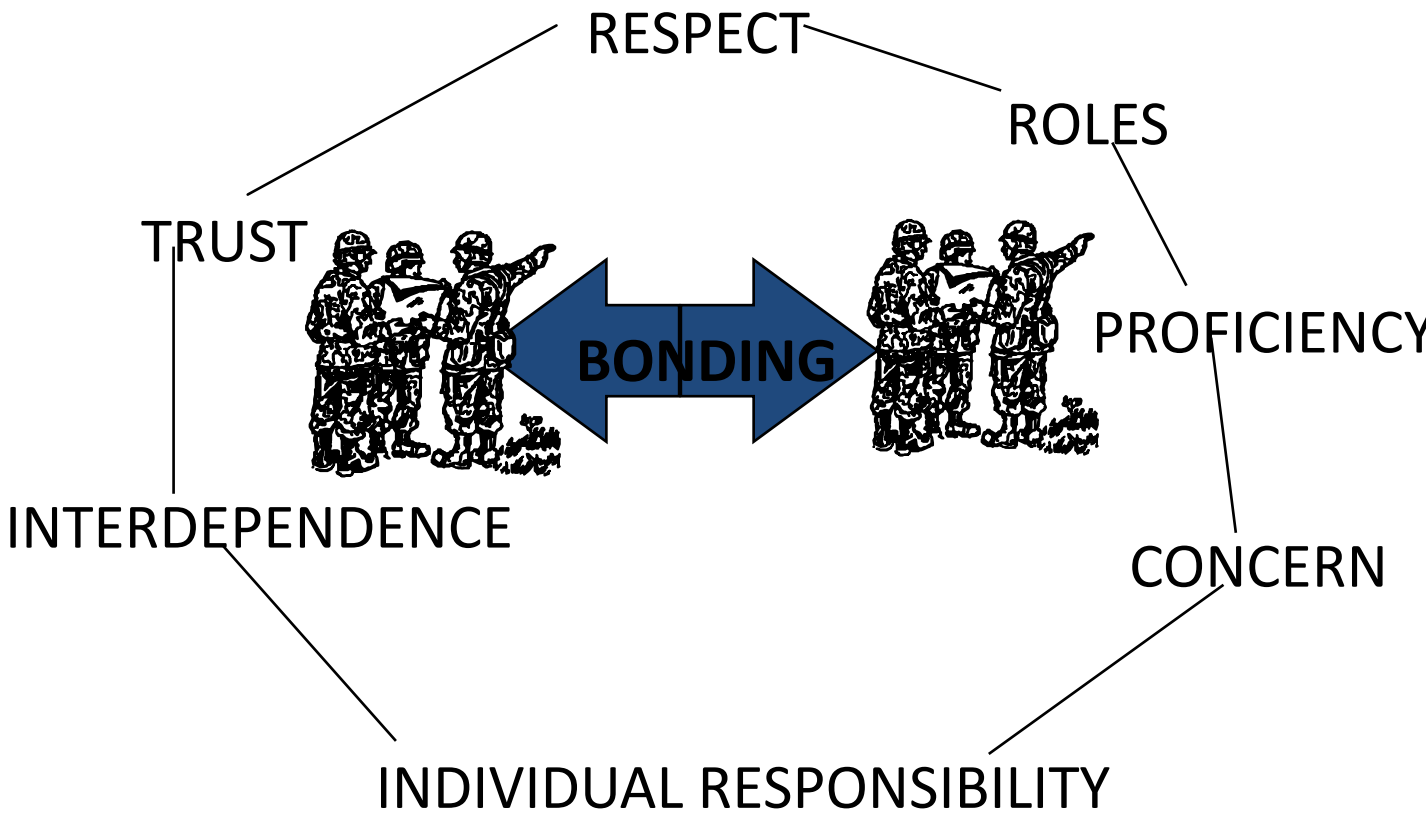
- R – Receive the mission  
I – Issue the warning order  
M – Make tentative plan  
M – Movement (Initiate)  
R – Recon  
C – Complete the plan  
I – Issue the Op order  
S – Supervise

## 7 Core Values

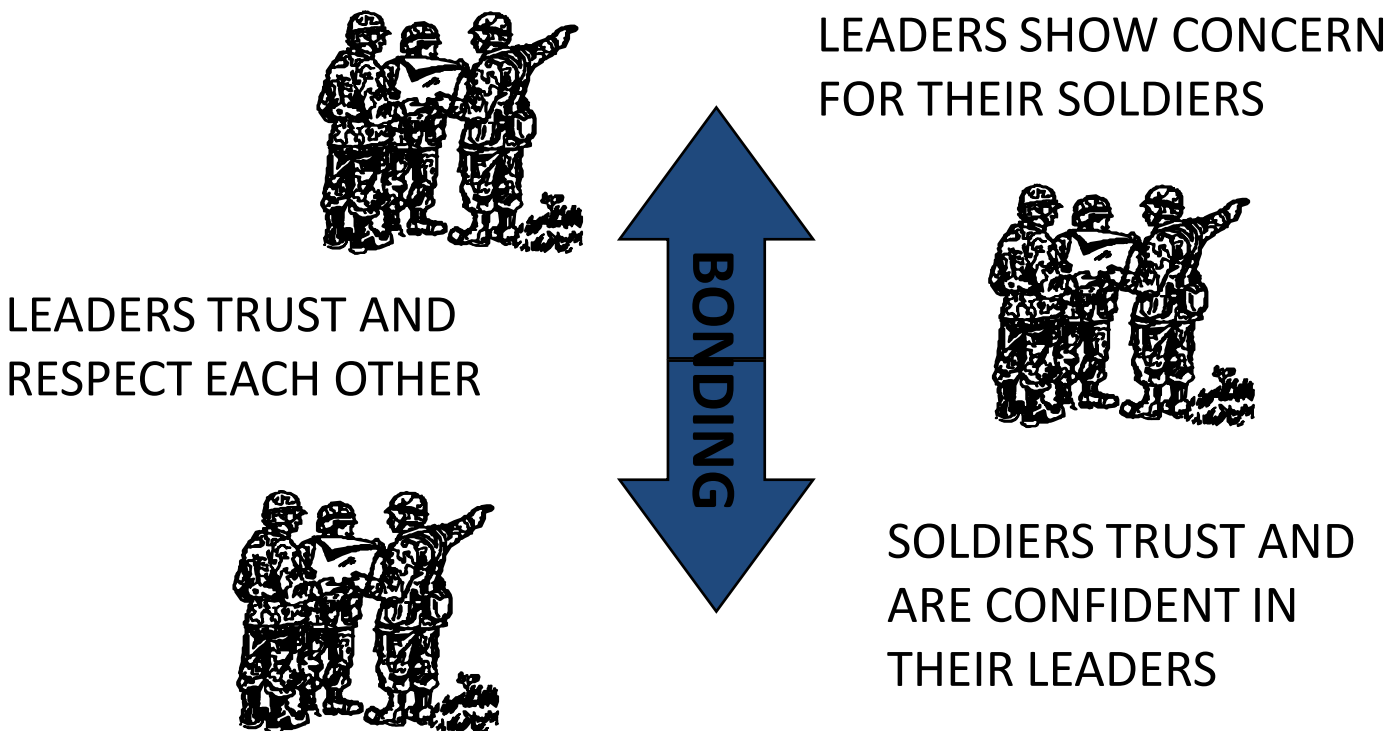
- L – Loyalty  
D – Duty  
R – Respect  
S – Selfless Service  
H – Honesty  
I – Integrity  
P – Personal Courage



# HORIZONTAL BONDING



# VERTICAL BONDING



# Discipline

*Discipline is a measure of what a soldier does when the commander is not there...*  
*FM 22-100, Army Leadership, 1983*

*Discipline must be a habit so ingrained that it is stronger than the excitement of battle or the fear of death.*  
*GEN George S. Patton, Jr.*

Many civilians – and maybe a few soldiers – misunderstand what discipline really is. Discipline is the glue that holds units together in order to accomplish assigned missions. It is the culmination of the genuine acceptance of the Army values. This acceptance results in self-discipline, without which there cannot be military discipline. Discipline, then is an individual quality that allows the Soldier to see that despite his own preferences, he must accomplish assigned jobs well to ensure the team can do its tasks. Discipline is an essential part of the warrior ethos.

Discipline isn't blindly following orders or just imposing punishment for infractions but is something leaders and Soldiers build together. It is the desire to do what is right even if it is difficult or dangerous. It doesn't matter if the "boss" isn't watching; the task will be done and done properly. It is the desire to accomplish the task well, not because of fear of punishment, but because of pride in one's unit and oneself. Discipline means putting the task of the unit – the team – ahead of personal desires.

Your duties require you to accomplish tasks with your equipment under the most difficult conditions: uncertainty, confusion, stress and fear of battle. In those challenging circumstances your courage and that of your fellow Soldiers will be tested to the limit. You can expect fear to complicate duty performance in crisis situations. Fear is a natural reaction to combat and unknown situations. With the Army value of personal courage and the discipline developed in training you will get the job done despite the presence of fear. That discipline enhances the confidence that you'll act correctly and properly even under stressful conditions.



# Responsibility

*Responsibility is a unique concept. It can only reside and inhere in a single individual. You may share it with others, but your portion is not diminished... Even if you do not recognize it or admit its presence, you cannot escape it. If responsibility is rightfully yours, no evasion, or ignorance, or passing the blame can shift the burden to someone else.*

*~Admiral Hyman G. Rickover*

## INDIVIDUAL RESPONSIBILITY

Every Soldier is responsible for performing his duty to the very best of his ability—and for trying to improve his performance. You are also responsible for your personal conduct and appearance. **You and every other Soldier in the Army assumed this personal responsibility when you took your enlistment oath or oath as an officer.** For example, every Soldier is responsible for his own physical fitness. Commanders set aside time on the training schedule for physical training (PT), designate Soldiers to lead PT and even ensure all Soldiers complete unit runs. But only you can make yourself physically fit.

Every Soldier is responsible for treating other people with dignity and respect. You may not engage in nor tolerate sexual, racial or other types of discrimination or harassment. Such behavior is morally wrong in both modern society and our Army of values. In addition, it rapidly destroys unit cohesion and team integrity. That could result in lives unnecessarily lost in combat or failure to accomplish assigned missions. Neither of these possible results is acceptable.

(FM7-21.13, The Soldier's Guide, Ch. 3-15)

# Resources



*We have good corporals and sergeants, and some good lieutenants and captains, and those are far more important than good generals.  
~ General William Tecumseh Sherman*

# CHAPTER 8

Sources of Information / Websites  
GAARNG Family Assistance Programs  
GA ARNG Family Support Foundation  
Military One Source  
Education Information  
Enlisted Promotion System  
Notice of Basic Eligibility  
Professional Training and Education Timeline  
Power of Attorney (POA) Fact Sheet  
Recommended Reading List  
Organize Your “I Love Me” Book  
Family  
Morale  
Military Discounts

# Sources of Information

## Military One Source

Visit [www.militaryonesource.com](http://www.militaryonesource.com) or call **1.800.342.9647** to see what they can do for you. They offer assistance answering nearly any military related question and help you find resources available to you. They also offer FREE counseling sessions if you need to talk to someone.

National Suicide Prevention Lifeline <http://www.suicidepreventionlifeline.org/>  
**1.800.273.TALK (8255)**

## ARMY CORRESPONDENCE COURSES

Log on to: [https://www.aimsrdl.atsc.army.mil/secured/accp\\_top.htm](https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm) or <https://atiam.train.army.mil/soldierPortal/> Register and enroll. You must have an AKO account.

## GRAP

If you know anyone who would like to be a member of the GA National Guard, there are enlistment bonuses available. You can get up to \$2000 if you get one qualified person to enlist in the Georgia Army National Guard and complete Basic Training and AIT. Visit [www.guardrecruitingassistant.com](http://www.guardrecruitingassistant.com), and Register in the GRAP program.

## MY PAY

View your LES, make adjustments, keep yourself informed, log on to [www.dfas.mil/](http://www.dfas.mil/) you may be able to request pin # via this website or by calling 1-877-276-4729.

\*\*\*The MyPay Site has recently made changes to its log-in procedures. You will now be required to create a log-in ID as well as a password. If you have trouble creating either of these, please call the help desk. The Full-time Staff is not able to unlock you're MyPay account\*\*\*

## DENTAL COVERAGE

The tri-care selected reserve dental program provides low-cost, basic dental coverage with an annual maximum of \$1,000 per year for covered services. This voluntary program costs only \$4.12 per month with no deductible. It is for guard members only. Policies change without notice. For more information check [WWW.TRICARE.OSD.MIL/TPR/](http://WWW.TRICARE.OSD.MIL/TPR/)

## TRI-CARE HEALTH INSURANCE

Visit [www.tricare.mil](http://www.tricare.mil). Tri-care offers low cost health insurance for single service members, for single Soldiers tri-care is usually cheaper than other coverage. Family coverage is somewhat expensive but may be beneficial to Soldiers who do not have other options.

## CIVILIAN EMPLOYER INFORMATION (CEI)

All National Guard members are required  
To register on the following website and update **annually**:  
[www.dmdc.osd.mil/guard-reserveportal](http://www.dmdc.osd.mil/guard-reserveportal)

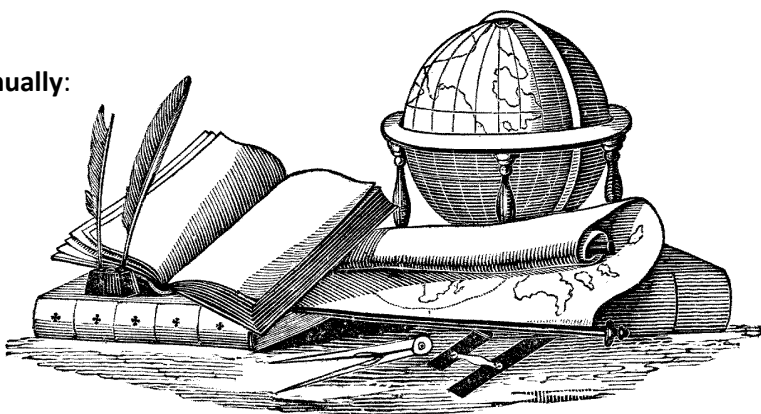
## Red Cross

[www.redcross.org](http://www.redcross.org)

## Army Knowledge Online (AKO)

703-704-4357

[www.us.army.mil](http://www.us.army.mil)





# Websites

US Army Combat Readiness / Safety Center - <https://safety.army.mil/>

[www.armytoolbag.com](http://www.armytoolbag.com)

<http://www.armybytes.com/>

[www.google.com](http://www.google.com)

<http://www.pptclasses.com/category/index-basic.htm>

<http://www.apd.army.mil/>

Tuition Assistance Website - <https://minuteman.ngb.army.mil>

Military One Source [www.militaryonesource.com](http://www.militaryonesource.com) or call 1.800.342.9647

National Suicide Prevention Lifeline <http://www.suicidepreventionlifeline.org/> 1.800.273.TALK (8255)

ARMY CORRESPONDENCE COURSES- [https://www.aimsrdl.atsc.army.mil/secured/accp\\_top.htm](https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm) or <https://atiam.train.army.mil/soldierPortal/>

GRAP - [www.guardrecruitingassistant.com](http://www.guardrecruitingassistant.com)

MY PAY - [www.dfas.mil/](http://www.dfas.mil/)

Dental Coverage - [WWW.TRICARE.OSD.MIL/TPR/](http://WWW.TRICARE.OSD.MIL/TPR/)

TRI-CARE HEALTH INSURANCE [www.tricare.mil](http://www.tricare.mil)

CIVILIAN EMPLOYER INFORMATION (CEI) - [www.dmdc.osd.mil/guard-reserveportal](http://www.dmdc.osd.mil/guard-reserveportal)

Red Cross - [www.redcross.org](http://www.redcross.org)

Army Knowledge Online (AKO) - 703-704-4357 - [www.us.army.mil](http://www.us.army.mil)

Army Medical Benefits – [www.myarmybenefits.us.army.mil](http://www.myarmybenefits.us.army.mil)





## GEORGIA NATIONAL GUARD FAMILY PROGRAM OFFICE

5019 GEORGIA HWY 42, Suite 120  
ELLENWOOD, GA 30294-3438  
TOLL FREE 800-625-5843  
[GeorgiaGuardFamilyProgram.org](http://GeorgiaGuardFamilyProgram.org)

# Family Program Office Presents: The 2010 Christmas Assistance Program!

Dear Friends,

Can you believe the holidays are right around the corner!!! The Family Program Office would like to once again offer Christmas Assistance to those who may need a little extra help! You must have a qualifying need; the children must be your children or children you have guardianship of. Please complete ALL fields of the attached application and have your CMSgt, 1SGT, CSM or Commander Sign off on it and send it back NLT November 12th.

If you are submitting an application for someone other than yourself, you must accurately fill out all fields of the application.

Any application received after November 12th may not be picked up by one of our generous vendors.

Please e-mail application to: [kim.garrett2@us.army.mil](mailto:kim.garrett2@us.army.mil)

Or fax it to # 770-339-5294

If you have any questions or concerns please contact me directly.

V/R

Kimberley Garrett

FAC Manager

Georgia National Guard Family Program

Lawrenceville, GA 30045

Verizon BB# 404-387-3185

Sprint BB# 678-656-4074

Fax# 770-339-5294

[kim.garrett2@ga.ngb.army.mil](mailto:kim.garrett2@ga.ngb.army.mil)

# 2010 NATIONAL GUARD CHRISTMAS ASSISTANCE PROGRAM APPLICATION

PLEASE PRINT CLEARLY

\*NAME OF APPLICANT \_\_\_\_\_  
LAST
FIRST
MI

ADDRESS \_\_\_\_\_  
 \_\_\_\_\_

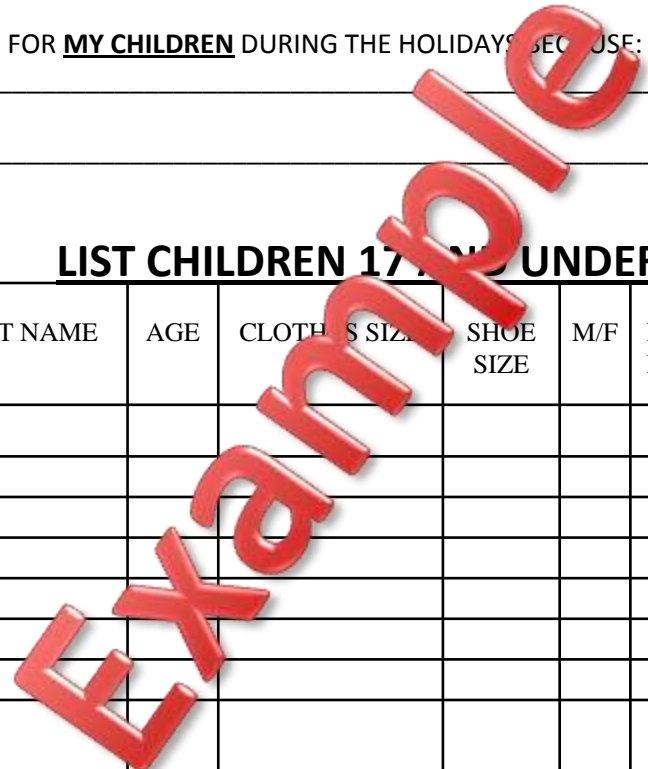
TELEPHONE # \_\_\_\_\_ ALTERNATE PHONE # \_\_\_\_\_  
STREET
APT
CITY
ZIP
COUNTY

E-MAIL ADDRESS \_\_\_\_\_  
 DEPLOYED: **YES**      **NO**      (PLEASE CIRCLE ONE)      RANK \_\_\_\_\_      UNIT \_\_\_\_\_

WE/I NEED HELP PROVIDING FOR **MY CHILDREN** DURING THE HOLIDAYS BECAUSE:  
 \_\_\_\_\_  
 \_\_\_\_\_

## LIST CHILDREN 17 AND UNDER

LAST NAME	FIRST NAME	AGE	CLOTHES SIZE	SHOE SIZE	M/F	RELATIONSHIP TO SOLDIER	TOY OR SPECIAL INTEREST



**DISCLAIMER:** We rely on 3<sup>rd</sup> parties to contribute to The Christmas Assistance Program. The GA National Guard is not responsible or accountable for the actions of 3<sup>rd</sup> parties (non-Guard) and/or their affiliates.

Please initial by the appropriate response as to your information to being given to a 3<sup>rd</sup> party.

**Allow 3<sup>rd</sup> party to receive your information? (Initial one)**    YES \_\_\_\_\_    NO \_\_\_\_\_

Your answer does NOT affect your application for assistance. You will be contacted either way you answer. Please sign your full name that you understand and agree to these terms.

Signature: \_\_\_\_\_ Date \_\_\_\_\_

Verified By: \_\_\_\_\_ Date \_\_\_\_\_

**CMSgt / 1SGT / CSM / Commander (Circle one)**

Phone # \_\_\_\_\_ Email \_\_\_\_\_

**APPLICATION FORMS AND PROCEDURES AS OF SEPTEMBER 1, 2009**

**GEORGIA NATIONAL GUARD FAMILY SUPPORT FOUNDATION, INC.**

**5019 GA HIGHWAY 42, ELLENWOOD, GA 30294-3438**

**678-569-5704 or 678-569-5702 or 678-569-5762 (fax)**

**WEBSITE: [www.georgiaguardfamily.org](http://www.georgiaguardfamily.org)**

The Georgia National Guard Family Support Foundation, Inc. is a non-profit 501 (c) (3) charitable organization established in 1994 for the sole purpose of providing assistance on an emergency relief basis to the members and families of the Georgia National Guard, our State's reservists and qualified active duty service members living in the State of Georgia.

Applications should be verified as an EMERGENCY situation and the UNIT VALIDATION CERTIFICATION BE SIGNED by the Commander or a full-time unit member designated by the Commander; the First Sergeant; the Administrative Officer or the Readiness NCO and be faxed to the FOUNDATION at 678-569-5762 or scanned to: [harriet.morgan@us.army.mil](mailto:harriet.morgan@us.army.mil)

*Emergency situations include, but are not limited to, pay problems, illness, injury, recent loss of employment, natural disaster or destruction of property by fire, water or other man-made destruction. The fund is not intended for long-term or recurring financial support. Neither is the fund to be used to alleviate situations caused by failure to follow proper routine pay procedures. Eligibility requires that applicant must be MOSQ/AFSC Qualified and assigned to a MTOE/TDA or ANG UNIT and must be receiving UTA or ADOS pay from their assigned unit for a minimum of three consecutive months. (Soldier's or Airmen assigned to an RSP or student flight are not eligible for assistance)*

Two types of requests for EMERGENCY RELIEF ASSISTANCE are available: GRANTS or LOANS

**GRANTS:**

Requests for Grants can exceed \$500.00 based on circumstances, but are not routinely approved.

GRANTS do NOT have to be repaid.

**LOANS:**

Requests for Loans can exceed \$ 500.00 based on circumstances, but are not routinely approved. LOANS are offered on an interest-free basis and MUST be repaid, usually by ACH Debits from your checking or savings account.

***Please Note:***

*If a LOAN account is insufficient and a payment is returned, a \$25.00 penalty fee will be charged.*

*If a LOAN account is insufficient twice or the account is closed without notification to the FOUNDATION, the ACH Debit process will be stopped and the loan will be called due and payable in full, including the penalty fees.*

In all cases, APPLICANTS are encouraged to contribute to the FOUNDATION when their financial situation improves. In this way, other Guard Members and their families, our State's reservists and other qualified active duty service members living in the State of Georgia can be helped during their time of need. You can make a contribution on our website, from your State of Georgia Tax Return, through the Combined Federal Campaign or simply mail a donation to our address.

**INSTRUCTIONS:**

- Applicant must complete the application form in its entirety.
- Unit Validation Certification must be completed and signed by the proper chain of command.
- Include copies of actual bills requested to be paid by the Foundation with the completed Application.
- Authorization Agreement for Direct Payments (ACH Debits) must be completed and signed with Bank Depository Name and a VOID CHECK, OR a Bank Statement must be attached with applicant's name, address, routing number for debits, and account number.
- CALL 678-569-5704 or 5702 IF YOU HAVE ANY QUESTIONS ABOUT THIS APPLICATION.
- FAX COMPLETED APPLICATION TO: 678-569-5762 or SCAN TO: [harriet.morgan@us.army.mil](mailto:harriet.morgan@us.army.mil)

**THE GEORGIA NATIONAL GUARD FOUNDATION BOARD REVIEWS APPLICANT'S INFORMATION**

**AND RESERVES THE RIGHT TO VERIFY ANY INFORMATION PROVIDED.**

**\*\*APPLICATION FOR EMERGENCY RELIEF ASSISTANCE \*\***

678-569-5704 or 678-569-5702 (Tel) or 678-569-5762 (Fax)

1. \_\_\_\_\_ 2. SSN: \_\_\_\_\_  
(PRINT FIRST NAME, MIDDLE INITIAL, LAST NAME)

3. RANK OR "CIV", if Civilian \_\_\_\_\_ 4. ETS DATE: \_\_\_\_\_ 5. MOS/AFSC QUALIFIED AS: \_\_\_\_\_ (YES/NO) 6. MTOE/TDA/ANG UNIT: \_\_\_\_\_

7. MILITARY STATUS OF GUARD MEMBER – CHECK ALL THAT APPLY:  
FULL TIME TECHNICIAN: \_\_\_\_\_ ACTIVE GUARD/RESERVE: \_\_\_\_\_ TRADITIONAL: \_\_\_\_\_ DEPLOYED: \_\_\_\_\_

8. STREET ADDRESS: \_\_\_\_\_ CITY, STATE AND ZIP: \_\_\_\_\_

9. CONTACT NUMBERS: (HOME) \_\_\_\_\_ (CELL) \_\_\_\_\_ (WORK) \_\_\_\_\_

10. EMAIL ADDRESS: \_\_\_\_\_

11. NUMBER OF INDIVIDUALS IN YOUR HOUSEHOLD WHO YOU ARE FINANCIALLY RESPONSIBLE FOR, INCLUDING YOURSELF: \_\_\_\_\_

12. WHAT IS THE TOTAL MONTHLY NET INCOME FOR YOUR HOUSEHOLD: \_\_\_\_\_

13. WHAT IS THE TOTAL MONTHLY DEBT FOR YOUR HOUSEHOLD (ADD ALL THE BILLS YOU MUST PAY EACH MONTH): \$ \_\_\_\_\_

14. EMPLOYER NAME/POC: \_\_\_\_\_ EMPLOYER PHONE: \_\_\_\_\_

EMPLOYER ADDRESS: \_\_\_\_\_ CITY, STATE AND ZIP: \_\_\_\_\_ HOW LONG EMPLOYED: \_\_\_\_\_

15. LIST ONE RELATIVE AND ONE FRIEND (NOT RESIDING WITH YOU) WHO THE COMMITTEE COULD CONTACT, IF NECESSARY:

NAME (RELATIVE) \_\_\_\_\_ PHONE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ CITY, STATE, ZIP: \_\_\_\_\_

NAME (FRIEND): \_\_\_\_\_ PHONE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ CITY, STATE, ZIP: \_\_\_\_\_

16. WHAT IS THE NATURE OF YOUR EMERGENCY? ( i.e., CAN'T BUY FOOD OR MEDICINES, CAN'T PAY RENT, ETC.) PLEASE EXPLAIN:

17. WHAT CAUSED THIS EMERGENCY: ( i.e., LOST JOB, MAJOR MEDICAL PROBLEMS, DEATH IN FAMILY, ETC.) PLEASE EXPLAIN:

18. WHAT HAVE YOU DONE TO SOLVE THE PROBLEM: (i.e. , used AER or AFAS if you are on active duty, called creditors to arrange payment schedule, sought credit elsewhere (specify where), asked for assistance from relatives, etc.) PLEASE EXPLAIN:

19. I REQUEST A LOAN IN THE AMOUNT OF \$ \_\_\_\_\_ AND AGREE TO THE PAYMENT TERMS OUTLINED HEREIN; OR,

I REQUEST A GRANT IN THE AMOUNT OF \$ \_\_\_\_\_ BECAUSE I AM UNABLE TO REPAY A LOAN BASED ON THE INFORMATION PROVIDED.

20. LIST PLANNED USE OF GRANT OR LOAN, IF APPROVED. ATTACH CURRENT COPIES OF ACTUAL BILLS OR STATEMENTS.

PAYEE:	AMOUNT:	DATE DUE

21. ATTACH SEPARATE SHEET FOR ADDITIONAL INFORMATION OR REMARKS, IF NECESSARY.

**UNIT VALIDATION CERTIFICATION**

I, the undersigned, have examined this application for assistance and certify the claim to be valid and the request for emergency financial assistance is necessary and that applicant has exhausted all other resources available for assistance. I also verify that the proper chain of command has been notified.

CHAIN OF COMMAND PRINTED NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_ UNIT: \_\_\_\_\_

CHAIN OF COMMAND VERIFICATION SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

CONTACT INFO: WORK # \_\_\_\_\_ ; HOME# \_\_\_\_\_ ; OTHER# \_\_\_\_\_ ; EMAIL: \_\_\_\_\_

GEORGIA NATIONAL GUARD FAMILY SUPPORT FOUNDATION, INC.  
EMERGENCY RELIEF APPLICATION AND PROCEDURES EFFECTIVE AUGUST 20, 2009

STATEMENT OF CONFIDENTIALITY:

This application form and the verification and release authorization are the primary sources of information for determining an individual's eligibility for financial assistance. Disclosure of information on these forms, including the applicant's social security number is voluntary. Failure to provide the requested information may mean the Foundation Board will deny assistance because of insufficient information. The Foundation Board will maintain confidentiality regarding the application and assistance given or denied, except as detailed in the release authorization below:

INFORMATION VERIFICATION AND RELEASE AUTHORIZATION:

1. I authorize verification/release of the information I am providing on this application. This authorization applies to organizations inside or outside of the Georgia National Guard for the purposes of evaluating this application and/or for collection proceedings if a loan is approved and payment is late. I authorize the GA NATIONAL GUARD FOUNDATION BOARD access to any pertinent records as necessary to evaluate my application. Please initial: \_\_\_\_\_
2. I will complete the automatic debit form that allows a loan payment to be automatically debited from my checking or savings account. Please initial: \_\_\_\_\_
3. I will immediately contact the Georgia National Guard Family Support Foundation, Inc. if I have difficulty making payments. Please initial: \_\_\_\_\_
4. I agree to notify the Foundation immediately of any change of address, phone number, or banking relationship during the repayment period of my Loan Agreement. Please initial: \_\_\_\_\_
5. I understand that if a Loan account is insufficient and a payment is returned, a \$ 25.00 penalty fee will be charged.

I further understand that if a Loan account is insufficient twice or the account is closed, the ACH Debit process will be stopped and the loan will be due and payable in full, including any applicable penalty fees. Please initial: \_\_\_\_\_

6. I understand that that Board will contact my unit commander if any loan payment is more than 60 days past due, and that the Foundation Board will initiate action to garnish my National Guard pay, if necessary, to insure repayment of a loan. Please initial: \_\_\_\_\_
7. The information I have provided on this Application Form is true and correct to the best of my knowledge. Please initial: \_\_\_\_\_

APPLICANT'S SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

AUTHORIZATION AGREEMENT FOR DIRECT PAYMENTS (ACH DEBITS)

COMPANY NAME: GEORGIA GUARD CREDIT UNION COMPANY ID NUMBER: 061092015

*I (we), hereby authorize the GEORGIA GUARD CREDIT UNION, hereinafter called COMPANY, to initiate debit entries to my (our) Checking Account or Savings Account as indicated below at the depository financial institution named below, hereinafter called DEPOSITORY, and to debit the same to such account. I (we) acknowledge that the origination of ACH transactions to my (our) account must comply with the provisions of U. S. law.*

BANK DEPOSITORY NAME: \_\_\_\_\_ AMOUNT: \$ \_\_\_\_\_ FREQUENCY: \_\_\_\_\_

BANK ADDRESS: \_\_\_\_\_ CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

ROUTING NUMBER: \_\_\_\_\_ ACCOUNT NUMBER: \_\_\_\_\_ SAVINGS: \_\_\_\_\_ CHECKING: \_\_\_\_\_

This authorization is to remain in full force and effect until COMPANY has received written notification from me (or either of us) of its termination in such time and in such manner as to afford COMPANY and DEPOSITORY a reasonable opportunity to act on it.

YOUR NAME(S) PRINT: \_\_\_\_\_

YOUR SIGNATURE(S): \_\_\_\_\_ DATE: \_\_\_\_\_

**A 'VOID' CHECK OR A COPY OF A VOID CHECK, PRE-PRINTED WITH YOUR NAME AND ACCOUNT INFORMATION MUST BE ATTACHED FOR ACCOUNT VERIFICATION PURPOSES. IF YOU DO NOT HAVE A CHECKING ACCOUNT, YOU MUST SUBMIT A STATEMENT FROM YOUR DEPOSITORY BANK VERIFYING YOUR ACCOUNT INFORMATION.**

**Military One Source: [www.militaryonesource.com](http://www.militaryonesource.com)  
1.800.342.9647**

**National Suicide Prevention Lifeline:  
1.800.273.TALK (8255)**



Military OneSource, a *free* support service provided by the Department of Defense, provides assistance and resources to service members and their families on many different issues. The following information will help you understand what the service is and how to use it.



# Military One Source

## What Does Military One Source Do?

Military OneSource, which supplements existing installation services, provides free help and information, by phone with a professionally trained consultant or online, on a wide range of issues that affect you and your family -- from budgeting and investing to relationships and deployment. It's available whenever you are -- 24 hours a day, 365 days a year.

Whether you're single or married, a parent or not a parent, Military OneSource can help with the issues that are important to you. For service members and families who live far from military installations, Military OneSource is especially useful. No problem is too big -- or too small. If we don't know the answer, we'll find it.

Military OneSource also provides free counseling services (up to 12 sessions per person, per issue), face-to-face in the local community, by telephone, and online.

## Why Should I Call Military One Source?

Military OneSource helps you save time and money by researching your questions; supplying solid, reliable information; and providing valuable services. Use Military OneSource to seek help early, before a minor problem turns into a major one. With the Military OneSource team of master's-level consultants, you can deal with several issues at one time -- all within the privacy of your home. Consultants answer the telephone "live" and can also respond to e-mail questions. They also follow up to make sure you've received the help you need.

## Here are just a few of the issues Military OneSource can help you with:

- *Counseling services for personal and relationship issues.* Military OneSource can help with issues such as stress management, grief, relationships, and parenting-skills. Counseling services (up to twelve sessions per person, per issue) are available *free* to military service members and their eligible family members in one of three ways:
  - face-to-face with a trained counselor in your area (available in the continental U.S., Alaska, Hawaii, Puerto Rico, and the Virgin Islands)
  - via telephone with a Military OneSource consultant
  - online in a secure real-time "chat" format with a Military OneSource consultant
- *Child care and parenting issues.* Specialized consultants can help you locate licensed child care providers in your area, as well as help with other parenting issues, such as ways to help your children succeed with homework or how to help your children adjust to a move.
- *Deployment and reunion issues.* Through both the Web site and the toll-free number, you can locate information for service members and their families about dealing with deployment. You'll find information on staying connected with your children while you're deployed, or information for Guard and Reserve members returning to work after a deployment.
- *Education.* Information about education issues of special interest to military families is available on the Web site and by phone. You can also arrange for individual consultations with trained specialists in the following areas:
  - *K-12.* Help locating a school when you move, understanding school ratings, finding homeschooling resources, or evaluating public and private schools.
  - *College.* Assistance with college applications, plus information and resources on financial aid, scholarships, and obtaining credit for military experience.
  - *Special needs.* Help with issues related to relocation when you have a special needs family member, information on available educational services, and help finding a local advocate.
  - *Spouse training, education, and career.* Our consultants can help military spouses focus on a career path that uses their strengths, identify work that travels well, find training and education, find jobs, move to a new career area, and develop their interviewing and resume-writing skills.
  - *Elder care issues.* Finding help caring for a parent or grandparent can be a challenge for many service members. Specialized consultants can help you understand the kinds of elder care available and locate elder care in your community. With Military OneSource, you also have access to information on Medicare and Medicaid, dependent care costs, prescription drug assistance, medical insurance, and Social Security.
  - *Money matters.* The Military OneSource financial team can help with budgeting, debt reduction, credit issues, and tax preparation. Financial planners are available by appointment for more detailed financial concerns. The Web site provides additional financial resources, including calculators for loans, debt reduction, and budgeting.
  - *Legal issues.* Depending on your service branch, Military OneSource legal services are provided as a supplement to your installation's Legal Assistance Office. The Military OneSource legal team includes licensed attorneys who can provide legal information and education.
  - *Violence and trauma.* Military OneSource consultants can help you talk with your children about issues of war and violence. We also provide information, resources, and counseling on issues related to emergencies and natural disasters, including planning and preparedness.
  - *Relocation.* Military OneSource also can help you make a smooth move to a new duty station. As you settle into your new community, use Military OneSource to find an apartment, locate child care providers, find gyms, find music lessons for your children, or find a quality summer camp. Military OneSource consultants can provide information on your new installation.
  - *Transition to civilian life.* With Military OneSource, you can access information about life after the military -- including retirement calculators, education and career opportunities, and travel.
  - *Healthy habits.* Military OneSource offers information on health and related issues, including relationships, infertility, and mental health. The Web site offers articles related to specific issues, including how to stay healthy and help for children with special needs.
  - *Consumer issues and travel.* On the Military OneSource Web site, you'll find information to help you become a better consumer, along with links to discounts for service members and their families.
  - *Translation assistance.* Through Military OneSource, you can have certain qualifying documents translated.
- *Language interpretation.* Our consultants can also arrange for interpretation, by telephone, to help non-English-speaking family members use the Military OneSource program.



# Military One Source

## How do I use Military OneSource?

Using Military OneSource is easy. Services are available to you through a toll-free number and online.

• **Dial 1-800-342-9647.** A Military OneSource consultant will listen, discuss your needs and concerns with you, and help you assess the situation. Most consultants have military experience and all have been trained on military culture. When you talk with a consultant, the consultant will read a privacy statement to you which will explain the limits of confidentiality. Depending on your situation, a Military OneSource consultant may:

- help you make a plan to resolve your issues or concerns
- provide customized research
- refer you to a self-help or support group
- guide you to helpful resources in your community
- refer you to a specialist or local counselor for short-term counseling
- refer you to a specialized telephone or online consultant for short-term counseling
- send you helpful educational materials

Remember, your privacy is assured and no one knows you reached out for support unless there is a threat of harm to yourself or others.

## Who's eligible for Military OneSource?

Military OneSource extends the military's existing family support system at no cost to service members. Our programs are especially helpful to service members and their families geographically separated from installation services, or to those who can't seek assistance during traditional working hours. People eligible for Military OneSource include:

- **Active-duty service members** in the Air Force, Army, Marine Corps, and Navy, and their immediate family members.
- **National Guard and Reserve members** and their immediate family members (includes members of the Individual Ready Reserve).
- **Retired and separating service members** and their immediate family members for up to six months following their separation.

Other people eligible for Military OneSource include extended family members who are seeking assistance on behalf of the service member and some qualified DoD civilians. For specific information, contact a Military OneSource consultant.

**Visit the Web site.** On the Web site ([www.MilitaryOneSource.com](http://www.MilitaryOneSource.com)), you'll find resources on topics ranging from parenting to elder care, from moving overseas to buying a home. You can view materials on the site, or you can order or download materials free of charge. On the site, you'll find:

- **Articles.** Information-rich articles offer real help and guidance on many different issues related to life in the military.
  - **CDs and booklets.** Educational materials are available in a variety of formats (booklet, CD, cassette, and electronic downloads) and can be ordered or downloaded. Materials and shipping are free.
  - **Counseling link.** Click on the counseling link and find out more about in-person counseling in your local area, specialized telephone consultations, or online consultations using a secure real-time "chat" format.
  - **Video tips.** You can watch brief videos of consultants addressing common issues such as communicating, budgeting, and managing anger.
  - **Search and decision tools.** Locators help you find summer camps or schools. Calculators help you determine how much your mortgage payment will be, how long it will take you to pay off your debts, or how much you need to save to pay for college.
  - **Assessments.** Quizzes and assessments can help you determine your compatibility with your spouse, your parenting style, and if you need help with debt issues.
  - **Discussion boards.** Military OneSource provides active discussion boards featuring information for single service members, families, and retirees.
  - **Webinars.** Free online workshops -- or Webinars -- address many different subjects. New Webinars are offered each month and you can sign up for the interactive sessions or view past workshops through the Web site.
- And more.** Prepare and file your taxes using an online tax-filing program, sign up for newsletters, find military resources and links, download podcasts, or view military-related news through real-time data feeds. Much more is available through the Military OneSource Web site.

If you or someone close to you is going through a difficult time, remember that help is only a phone call away. Contact Military OneSource today.

# Education Benefit Information

Go to <http://ifhq-ga.com/education> for all your Education and Incentive needs.

All education links are available on our website. Each separate area provides more detail.

You may be eligible for Tuition Assistance (TA), GI Bill, a Bonus and/or Student Loan Repayment.

First, you need to get started with your degree planning. Check out the **ARNG Education Support Center and apply at** <http://www.pec.ngb.army.mil> You will be able to combine all your current educational experiences into a transcript, plus learn about military friendly colleges that will assist you to complete your degree in the quickest way possible.

**Tuition Assistance** – All active drilling members of the GA Army National Guard are eligible. TA pays for tuition and many fees, only. The money goes to the school and never to the student. **If you are an AGR soldier?** Go to [www.goarmyed.com](http://www.goarmyed.com) and click on “new user” to apply for TA benefits through **earmyu** .

To apply for TA go to <https://minuteman.ngb.army.mil/benefits>. You MUST use your CAC card to login and apply.

There is no other method to apply for TA.

**You must apply before the start date of your classes. You can apply for TA up to 90 days before the start date of your classes. TA is 1<sup>st</sup> come 1<sup>st</sup> serve and is not guaranteed.**

You will need to input the following: your phone number and e-mail address, your school information, course codes and course information, course costs and course fees. We will e-mail your approved **TA Voucher (DA Form 2171)** directly to your AKO address and you must forward it to your schools business office for payment. You are required to e-mail grades to our office at the end of each term. TA privileges will be suspended if grades are not provided. TA will not pay for housing, books, dining, or transportation.

TA pays up to \$250.00 per credit hour and up to \$4,500.00 per year.

**GA HERO Scholarship** – To qualify you must be deployed overseas, on or after May 1, 2002, for active service to a location outside of the US designated by the US DOD as a combat zone for a consecutive period of at least 181 days.

Eligible students receive \$2000 per award year, for a total of four award years and a max of \$8000. Info and application available at:

[http://www.gacollege411.org/Financial\\_Aid\\_Planning/Scholarships/Grants\\_and\\_Scholarships/Georgia\\_s\\_HERO\\_Scholarship\\_Program.aspx](http://www.gacollege411.org/Financial_Aid_Planning/Scholarships/Grants_and_Scholarships/Georgia_s_HERO_Scholarship_Program.aspx)

**GI Bill** – This money comes to you at home and has no limitations on how it may be spent. You must stay in the Guard to be eligible! You must be enrolled in college or an apprenticeship that uses GI Bill. The phone number for GI Bill assistance is **1-888-GIBILL-1**.

Each of you should have a VA counselor at your school trained to assist you with these benefits.

Go to [www.gibill.va.gov](http://www.gibill.va.gov) This website should answer all of your questions. **You will apply for all chapters of the GI Bill on this site.** Click on the “**Apply for GI Bill Benefits**” tab. You will be assigned a case number when you are finished.

Keep this number for each time you refer to your benefits with the VA. All monthly payment rates are also available for review. See the left side of the website – click “GI Bill Info for Benefit Recipients”, click then “Payment Rates”.

**NOBE(Notice of Basic Eligibility)** access is available to you by CACing in to the TA application site listed on the opposite side of this page and once in clicking on the “NOBE” tab and printing it out.

**Chapter 1606** – Selected Reserve. You must have a 6 yr contract and have finished your AIT(or have prior service) to be eligible. If you have eligibility issues, then call our office to discuss the issues.

**Chapter 1607** – Reserved Educational Assistance Program (REAP). **Did you just get home from federal deployment?**

You will probably be eligible for these benefits. You will need your DD 214 and you will have to apply online for the benefits.

**Chapter 30 (You payed into this benefit while on active duty)** - You can use this benefit after you ETS. It was designed to assist GI's to transition into life after the Army.

**Chapter 33 The Post-9/11 Veterans Educ Assistance Act of 2008** This is a new benefit program for individuals who served on active duty on or after September 11, 2001. This chapter will offer the opportunity to transfer benefits to spouse or dependent children.

**BONUS** – You may be eligible for a BONUS. Talk with your Career Counselor about signing a six year contract for this incentive.

**Student Loan Repayment** – You may be eligible for up to \$50,000 in a student loan repayment if you already have prior student loans. See your Career Counselor to sign up for this incentive.

# Enlisted Promotion System

To get promoted you must be on the Enlisted Promotion System (EPS) List. To be on the list you must:

- Possess a valid MOS
- Possess appropriate level of NCOES
- Possess Minimum Required Admin Points
- Meet minimum time in grade (TIG), time in service (TIS), and cumulative enlisted service requirements

To be eligible for promotion, you must:

- Possess appropriate level of security clearance required by MOS
- Possess Current, Passing APFT Score in RCAS (18 mo. for M-day / 8 mo. for AGR)
- Not be flagged in SIDPERS
- Possess minimum required service obligation (1 yr for E6 and below / 2 yrs for E7 and above)

Promotion Points:

- Promotion Pts = Admin Pts + Leadership Pts
- Leadership Pts are awarded based on the Soldier's current NCOER or E-4 Word Picture

See Admin Points Breakdown on left.

## FIND OUT YOUR PROMOTION ELIGIBILITY WITH "MY EPS DATA"

1. Open Internet Explorer
2. Navigate to Georgia Guard website at [www.gaguard.com](http://www.gaguard.com), and click on "Manage Your Account" link found on the bottom-right of the page
3. Enter your AKO Username and Password in appropriate field, and click "Login" button to log in to Georgia Army National Guard Membership site
4. Once logged in, click on "My EPS Data" tab found on the top-center of the page
5. This is brief information on your current promotion eligibility status.

## FIND AND VIEW THE CURRENT EPS LIST FROM THE EPS WEB-PAGE

1. Open Internet Explorer
2. Navigate to EPS web-page at [www.jfhq-ga.com/eps](http://www.jfhq-ga.com/eps), and click on "Current EPS List" link found below the Enclosures
3. Click on the appropriate grade
4. The EPS list will be open for view in Microsoft Excel Spread-sheet

Current as of 7 OCT 10

## Enlisted Personnel Branch

GA ARNG JF HQ—G1  
[www.jfhq-ga.com/eps](http://www.jfhq-ga.com/eps)  
[nggaj1epsoffice@ga.ngb.army.mil](mailto:nggaj1epsoffice@ga.ngb.army.mil)

## EPS:

### Admin Points Breakdown:

#### Time In Service (TIS)

- - 75 Pts Max
- 3 Pts per each full yr from date of enlistment

#### Time in Grade (TIG)

- 75 Pts Max
- 5 Pts per each full year from current date of rank

#### Awards

- 75 Pts Max
- IAW AR 600-8-19, figure 7-6, Sec II

#### Weapons Qualification

- 75 Pts Max
- Marksmen—25 pts
- Sharpshooter—50 pts
- Expert—75 pts

#### APFT

- 75 Pts Max
- IAW AR 600-8-19, figure 7-6, Sec III, Table 7-3

#### Other Resident Training

- 75 Pts Max
- 5 Pts for each full week (40hrs) of resident courses
- No credit for BCT, AIT, and NCOES

#### Self-Development Courses

- 75 Pts Max
- 1 Pt for each 5 hours of correspondence courses
- 5 Pts for each sub-course series completed

#### Post-Secondary Courses

- 75 Pts Max
- 1 Pt for each semester hour earned, up to 60 pts
- 75 Pts for Bachelor's Degree or higher

# Notice of Basic Eligibility

If you are taking advantage of the military education incentives such as the GI Bill, TA assistance and have not received your **Notice of Basic Eligibility (NOBE)** from the State Education Department, please take these steps prior to contacting the office:

NOBE Access For Soldiers:

1. Check into iPERMS through AKO [www.us.army.mil](http://www.us.army.mil)

2. Got to Tuition Assistance website

<https://minuteman.ngb.army.mil>

Click onto "My ARNG GI Bill Home Page"

On the right side of main page

3. Notify Readiness NCO (RSP) for a Copy of NOBE

*"It doesn't take a hero to order men into battle. It takes a hero to be one of those men who goes into battle."*

*~General H. Norman Schwarzkopf*

*"Also remember that in any man's dark hour, a pat on the back and an earnest handclasp may work a small miracle"*

*~ Brigadier-General S.L.A Marshall,*

*"The Armed Forces Officer" 1950*



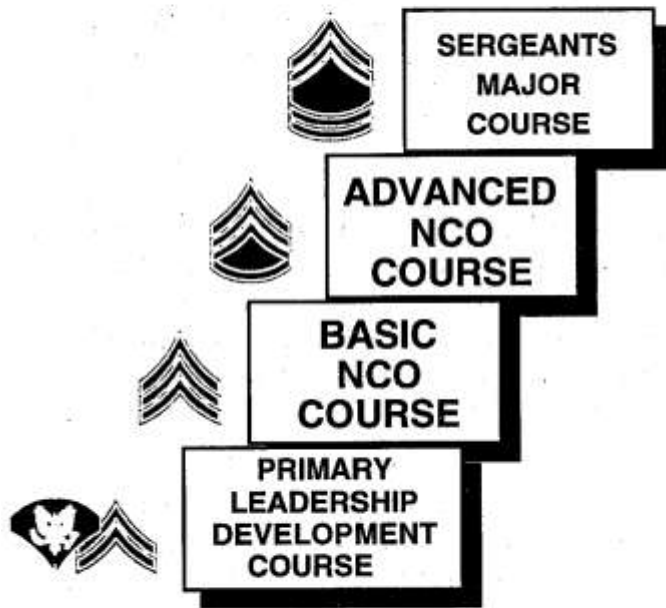


# Professional Training and Education Timeline

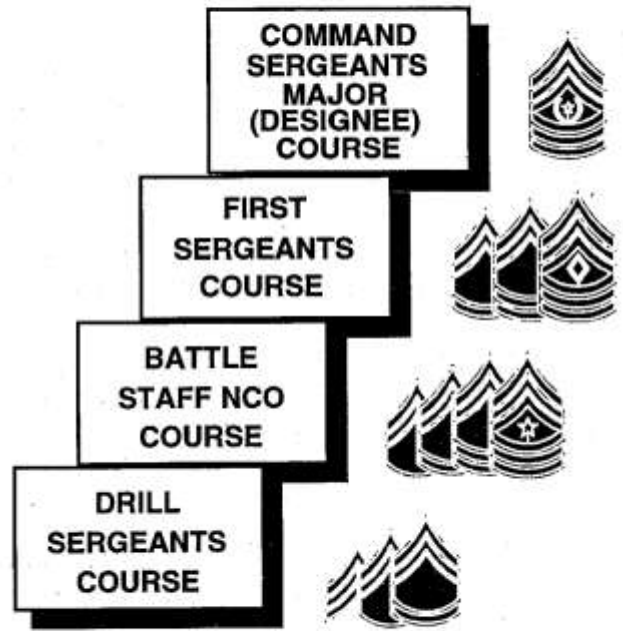
## NCO INSTITUTIONAL TRAINING & EDUCATION

### PROGRESSIVE & SEQUENTIAL LEADER DEVELOPMENT SYSTEM

#### NCO EDUCATION SYSTEM COURSES



#### FUNCTIONAL COURSES



- ✓ COURSE CONTENT IS ESSENTIALLY THE SAME FOR TOTAL ARMY
- ✓ CONFIGURATION IS DIFFERENT FOR ACTIVE AND RESERVE COMPONENTS

*"...but for a Soldier his duty is plain. He is to obey the orders of all those placed over him and whip the enemy wherever he meets him."*

*~General Ulysses S. Grant, letter to Washburne, June 19, 1862*

*"Nine times of ten an army has been destroyed because its supply lines have been severed"*

*~ Macarthur, August 1950 to the Joint Chiefs of Staff*

# Power of Attorney Fact Sheet

**A Power of Attorney (POA) is a written instrument that allows you to authorize someone to act as your agent and conduct business for you. It is one of the most powerful legal documents that you can create for another person.**

## **1. There are two types of POA: General and Special (or limited)**

a. A **General POA (GPOA)** gives your agent very broad powers to act on your behalf in virtually any situation or matter. Most, if not all, states, however, prohibit the GPOA agent (grantee) from terminating your life support or drafting your will with a GPOA. Otherwise, the GPOA grants numerous powers and will be honored. Making a GPOA is an important action with serious consequences. A GPOA gives someone else the legal authority to act on your behalf – to do ANYTHING you could do yourself. For example, with a GPOA, your agent can rent or buy a house with your money, borrow money that you must repay, sell your car and other possessions, sue someone for you, withdraw all funds from your account, and open revolving charge accounts. While a GPOA can be very helpful, it can also be very dangerous. There are numerous cases where a GPOA was granted to a spouse, parent, or significant other, and the powers were abused to the detriment of a deployed Soldier.

b. A **Special POA (SPOA)** limits your agent's authority to act only in certain instances or with regard to certain matters. Any act performed by your agent within the authority of the SPOA is legally binding upon you. Because a SPOA is such a powerful document, you should only give it to a responsible, trustworthy person, and limit its authority whenever possible. A SPOA is often granted for the following purposes: temporary guardianship, car sale, receive household goods, etc.

## **2. Before creating a GPOA, consider:**

a. Should you be using a SPOA instead? A SPOA limits the power you give away to only those actions that are necessary. If you need someone to perform only specific tasks for you, you do not need a GPOA. Instead, you need a SPOA that will authorize your agent to perform only those specific tasks.

b. Limit the duration of your GPOA. Some state statutes limit the duration of a GPOA to one year. If you are deploying for more than 365 days, your GPOA can be made valid for up to two years. Do not set the expiration date longer than you will need your agent's services.

c. Do not give the GPOA before it will be needed. This is especially the case when granting a temporary guardianship using a SPOA for a temporary custody situation or for your Family Care Plan. Your GPOA also can be drafted to have a "springing" provision, which simply means that the power will "spring" to the agent/grantee upon the occurrence of an event, such as your deployment, incapacitation, etc.

d. Make sure you grant powers to an agent you can trust. If you lose trust in your agent, talk with a legal assistance attorney about revoking your GPOA.

e. Talk to a legal assistance attorney if you have any questions before or after creating a GPOA.

## **3. No person, company, or agency is required to accept a POA.**

a. Even military agencies may refuse to accept the POA. If you have specific actions you need completed, you should ensure, ahead of time, that the person, company, or agency will accept and honor your POA. You may need to sign a release created by the person, company, or agency in addition to creating a POA. Some companies may require that the POA contain a third-party indemnity clause in the text of the POA. The clause should say something like:

# Power of Attorney Fact Sheet, Cont.

*To induce any third party to act hereunder, I hereby agree that any third party receiving a duly executed copy or facsimile of this power of attorney may act hereunder, and that revocation or termination hereof shall be ineffective as to such third party unless and until actual notice or knowledge of such revocation or termination shall have been received by such third party. I, for myself and my heirs, executors, legal representatives and assigns, hereby agree to indemnify and hold harmless any such third party from and against any and all claims that may arise against such third party by reason of such third party having relied upon the provisions of this power of attorney.*

b. Ask the person, company, or agency if they require such a clause, and if so a Military Legal Assistance Division on an active duty installation can ensure such language is contained in the text of your POA.

#### **4. Tax POA:**

a. Although the GPOA includes the authority to file tax returns, the IRS may not accept a GPOA. Instead, the IRS requires that the grantor complete an IRA POA (Form 2848, available at the Legal Assistance Division or the Tax Center) to allow someone to handle your federal taxes. Your agent will need to send this original form to the IRS and keep a copy for your records. Most state revenue offices will accept the GPOA.

#### **5. Military finance offices will honor POAs only for the following purposes:**

- a. With a SPOA, a designated agent may obtain Treasury checks for you.
- b. Your dependent appointed as your agent by POA may be able to obtain a PIN for your MYPAY account.
- c. An agent appointed under your POA may file a travel claim on your behalf.
- d. A SPOA with specific language may be used to establish, change, or stop an allotment. A GPOA may NOT be used for these purposes.
- e. A SPOA may be used to change the financial institution to which pay is directly deposited.

#### **Military finance offices will not honor a POA for the following purposes:**

- a. Payment(s) to an agent for a mentally incompetent Service member, or to an agent for a Service member who is missing in action or interned.
- b. Release of cash payments.

**6. Durability:** Your SPOA or GPOA can be created as a “durable” POA. This means that the POA will survive your incapacity, disability, or incompetency. Without this durability, your POA will cease to be valid upon the occurrence of any of the three states listed above. Most GPOAs drafted today by civilian attorneys are “durable” so that the agent may act on behalf of the grantor and continue to handle the grantor’s affairs without waiting for a legal court guardianship proceeding.

**7. Revocation:** If you wish to revoke, cancel, or terminate the POA before it expires, you must sign a Revocation of Power of Attorney or get the original back from your agent. If you cannot get the original POA back from your agent, you will need to give a copy of the Revocation to any person who might have or possibly will deal with your agent.

**8. Original:** The agent must have the original POA. You should keep a copy for your records.

**The decision to grant a POA is yours alone. Your chain of command cannot order you to create a POA for anyone, including your spouse. You will be liable to third parties, and possibly the government, for any debt incurred by your appointed agent under a POA. If you have any questions, speak to a legal assistance attorney before creating a POA.**

The background of the page is a stylized American flag, with the stars and stripes visible. The text is overlaid on this background.

# ***Readers Are Leaders!***

## **Recommended Reading List**

1. ***The Three Meter Zone: Common Sense Leadership for NCOs,*** by JD Pendry
2. **A Message to Garcia,** by Elbert Hubbard
3. ***The Guns of August,*** by Barbara W. Tuchman
4. ***Words for Warriors: A Professional Soldier's Notebook,*** by COL Ralph Puckett
5. ***Gates of Fire: An Epic Novel of the Battle of Thermopylae,*** by Steven Pressfield
6. ***Inside the Jihad: My Life with Al Qaeda,*** by Omar Nasiri
7. ***Black Hearts: One Platoon's Descent into Madness in Iraq's Triangle of Death,*** by Jim Frederick
8. ***The Killer Angels: the classic Novel of the Civil War,*** by Michael Sharra
9. **Citizen Soldiers: The U.S. Army from the Normandy Beaches to the Bulge to the Surrender of Germany,** by Stephen Ambrose
10. **Band of Brothers: E Company, 506<sup>th</sup> Regiment, 101<sup>st</sup> Airborne from Normandy to Hitler's Eagle's Nest,** by Stephen Ambrose
11. **We Were Soldiers Once...and Young: Ia Drang – the Battle that Changed the War in Vietnam,** by Harold G. Moore and Joseph L. Galloway



# Organize your “I LOVE ME” Book

Before you start, gather your tools. Supplies you will need for your “I Love Me” Book:

1. 3-inch, 3-ring binder
2. 50 document protectors
3. 10 tab dividers

## **What to put in the book:**

\*\*\*Suggestion: When building your book, put things in reverse chronological order by significance (the most recent things you’ve done first and work your way back to the oldest)

1. Table of contents.
2. Biography, Military Time Line, 2-1 File (ORB/ERB if prior active duty), Civilian Resume, previous addresses and 3 personal references at each address (this will help especially if you need to apply for a security clearance)
3. Evaluation reports (Performance Counseling Statements (DA4856), E-4 Word pictures, NCOERs, OERs, OER Support Forms), school evaluation reports, or anything that pertains to your performance
4. Military Education, Military Training, Additional Duty Training (Field Sanitation Team, Environmental Quality Course, Airborne School, Correspondence Course Certificates)
5. Civilian Education, high school diploma, GED, Associates Degree, College Diploma, any special civilian qualifications (medical transcriptionist certificate, Six Sigma Training, etc.)
6. Awards and special recognition
7. PT Tests, Range Cards, military documented training
8. Military Orders and Promotion Orders
9. Enlistment contracts, service contracts, oath of office (officers), Prior Service Documentation (DD 214, discharge certificate)
10. Other information (maybe your MEDPROS or dental records, ROTC awards, RFO {request for orders}, copies of marriage certificate, divorce decree, or birth certificates, a copy of an LES)

# Family



## Army Family Team Building (AFTB)

Army 101, for all those who want an introduction to military life and to learn how to successfully live within the military environment.

Go to <http://www.myarmyonesource.com/default.aspx>

1. Click Family Programs and Services
2. Then Family Plans
3. Army Family Team Building

4. Go to Online Training – once you click on the first class it will ask you to register. You want to register so that at the end of the course you can print a certificate. The course is offered in both English and Spanish.

## Books and Websites for Military Spouses and Families:

- The Military Spouse by Patricia and CSM Mark Gerecht (Can be found on Amazon)
- Help! I'm a Military Spouse: I get a Life Too! How to craft a life for you as you move with the military by Kathy Hightower and Holler Scherer (Can be found on Amazon)
- The Military Spouse's Complete Guide to Career Success: Find Meaningful Employment in Today's Global Marketplace (Can be found on Amazon)
- That Military House: Move it, Organize it, and Decorate it (Can be found on Amazon)
- Military Spouse Magazine - <http://www.milspouse.com/>



•Commander in Chief of the House - <http://www.cinhouse.com/>

•Military Family Program - <http://www.carlisle.army.mil/usawc/dclm/Websites2.htm> - this is the Army War College site. It contains the information that is in that huge white book Missy showed us at the coffee.

# Morale

## Armed Forces Recreation Center (AFRC)

Armed Forces Recreation Center (AFRC) full-service resort hotels are Joint Service Facilities that provide quality, wholesome, affordable, family-oriented vacation recreation opportunities to service members, their families, and other authorized patrons (including official travelers) of the Total Defense Force.

The AFRCs are centrally-managed, U.S. Army FMWRC-operated facilities with a mission to provide rest, relaxation, recreation, and sustainment for Army personnel, their families, and other members of the total Defense Force. Authorized users include Active Duty, retirees, currently employed and retired Department of Defense civilians, reservists, delayed-entry recruits, and Family Members.

Shades of Green® on WDW Resort, Orlando, Florida

<http://www.shadesofgreen.org/> Room rates are based on your military rank. You need a valid CAC ID card and an LES upon arrival to check in.

Cape Henry Inn and Beach Club – Ft. Story, Virginia

<http://www.capehenryinn.com/index.html>

Edelweiss Lodge and Resort – Garmisch-Partenkirchen, Germany

<http://www.edelweisslodgeandresort.com/home.html>

Hale Koa Hotel – Honolulu, Hawaii

<http://www.halekoa.com/index.cfm>

Dragon Hill Lodge – Seoul Korea

<http://www.dragonhilllodge.com/main.html>

**Armed Forces Vacation Club** - Most resorts offer 7 Nights for \$369.00\* USD

<http://www.afvclub.com/>

# Military Discounts

## Major Chains that offer Military Discounts

The following businesses are known for offering discounts, but not all locations may participate:

### Apparel

Aeropostale  
The Buckle  
Dress Barn  
The Finish Line  
FootAction  
Footlocker  
Gadzooks  
Goody's  
Hot Topic  
Jos. A. Bank  
Jockey  
Kohl's  
Lerner  
New York & Company  
Nike  
Pac Sun  
Rack Room Shoes  
Timberland Outlets (active duty only)

### Auto

AutoZone  
Big 10 Tires  
Checker Auto Parts  
Kragen Auto Parts  
NAPA Auto Parts  
O'Reilly Auto Parts

### Restaurants

Applebee's  
Arby's  
A&W  
Back Yard Burgers  
Barnhill's  
Burger King  
Captain D's  
Carl's Jr.  
Chick-Fil-A  
Ci-Ci's  
Cotton Patch  
Denny's  
Dunkin' Donuts  
Golden Corral  
IHOP  
Java Cafe  
KFC  
Long John Silver  
Maggie Moo's  
McDonald's  
The Melting Pot  
Moe's  
Ponchos' Mexican Buffet  
Panda Express  
Papa Murphy's  
Pat & Oscar's  
Pizza Hut  
Quizno's  
Red Robin  
Shoney's  
Sizzler  
Sonic  
Taco Bell  
Texas Roadhouse  
Wendy's  
Whataburger  
Zaxby's

### Services

[AT&T](#)  
[California Cryobank](#)  
[Geico](#)  
Jiffy Lube  
Meineke  
[Sears Portrait Studio](#)

### Travel and Leisure

[Amtrak](#)  
[Beaches Family Resorts](#)  
Blockbuster  
[Camp Jellystone](#)  
[Greyhound](#)  
Movie theaters  
Professional Sports teams  
Ripley's attractions and museums  
[Sandals Resorts](#)

### Other Products

[Apple Computers](#)  
Bass Pro Shop  
Champs Sports  
Copeland's Sports  
[Dell](#)  
Dick's Sporting Goods  
The Discovery Channel Store  
GNC  
Great Party  
Happy Harry's  
K-mart  
Lowe's  
Michael's  
Play It Again Sports  
Pure Beauty  
Sally Beauty Supply  
Spencer's Gifts  
Sportsman's Warehouse  
Suncoast  
Wilson's Leather



# References



*A pint of sweat, saves a gallon of blood.*  
~ General George S. Patton

*Wars may be fought with weapons, but they are won by men. It is the spirit of men who follow and of the man who leads that gains the victory.*  
~ General George S. Patton

Army Song  
Soldier's Creed, Warrior Ethos  
Everybody Fights, Nobody Quits!  
Army Values, Code of Conduct, General Orders  
Oath of Enlistment  
Army Ribbons  
Forms  
Army Regulations / Field Manuals  
Acronyms  
Posters

# CHAPTER 9

# **ARMY SONG**

**First to fight for the Right**

**And to build the Nation's Might**

**And the Army goes rolling along.**

**Proud of all we have done**

**Fighting till the Battle's won**

**Then it's HI HI Hey**

**The Army's on it's way**

**Count off the Cadence Loud**

**And Strong (TWO! THREE!)**

**For Wherever we go,**

**You will always know**

**That the Army goes rolling along.**



# ARMY SONG

## The Army Song

March along, sing our song, with the  
Army of the free  
Count the brave, count the true, who  
have fought to victory  
We're the Army and proud of our  
name  
We're the Army and proudly proclaim

First to fight for the right,  
And to build the Nation's might,  
And The Army Goes Rolling Along  
Proud of all we have done,  
Fighting till the battle's won,  
And the Army Goes Rolling Along.

Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and strong  
(TWO! THREE!)  
For where e'er we go,  
You will always know  
That The Army Goes Rolling Along.

Valley Forge, Custer's ranks,  
San Juan Hill and Patton's tanks,  
And the Army went rolling along  
Minute men, from the start,  
Always fighting from the heart,  
And the Army keeps rolling along.

Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and  
strong (TWO! THREE!)  
For where e'er we go,  
You will always know  
That The Army Goes Rolling  
Along.

Men in rags, men who froze,  
Still that Army met its foes,  
And the Army went rolling along.  
Faith in God, then we're right,  
And we'll fight with all our might,  
As the Army keeps rolling along.

Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and  
strong (TWO! THREE!)  
For where e'er we go,  
You will always know  
That The Army Goes Rolling  
Along.

The official Army song, "The Army Goes Rolling Along," was formally dedicated by the Secretary of the Army on Veterans Day, 11 November 1956, and officially announced on 12 December 1957. In addition to standing while the National Anthem is played, Army personnel stand at attention whenever the official song is played. Although there is no Department of the Army directive in this regard, all soldiers can encourage the tribute to the Army by standing at attention when the band plays "The Army Goes Rolling Along."

# SOLDIER'S CREED



**I AM AN AMERICAN SOLDIER  
I AM A WARRIOR AND A MEMBER OF A TEAM  
I SERVE THE PEOPLE OF THE UNITED STATES  
AND LIVE THE ARMY VALUES**

**I WILL ALWAYS PLACE THE MISSION FIRST  
I WILL NEVER ACCEPT DEFEAT  
I WILL NEVER QUIT  
I WILL NEVER LEAVE A FALLEN COMRADE**

**I AM DISCIPLINED, PHYSICALLY, AND MENTALLY TOUGH,  
TRAINED AND PROFICIENT IN MY WARRIOR TASKS AND DRILLS  
I ALWAYS MAINTAIN MY ARMS, MY EQUIPMENT AND MYSELF**

**I AM AN EXPERT AND I AM A PROFESSIONAL  
I STAND READY TO DEPLOY, ENGAGE AND DESTROY THE ENEMIES  
OF THE UNITED STATES OF AMERICA IN CLOSE COMBAT**

**I AM A GUARDIAN OF FREEDOM AND THE AMERICAN WAY OF LIFE**

**I AM AN  
AMERICAN SOLDIER**



# **Soldier's Creed**

**I am an American Soldier.**

**I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.**

**I will always place the mission first.**

**I will never accept defeat.**

**I will never quit.**

**I will never leave a fallen comrade.**

**I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.**

**I am an expert and I am a professional.**

**I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.**

**I am a guardian of freedom and the American way of life.**

**I am an American Soldier.**

A hand holding a globe with a cityscape background. The hand is positioned as if holding the globe, with fingers spread. The globe shows a cityscape with buildings and trees. The background is a bright, hazy sky.

# **Warrior Ethos**

**I will always place the mission first.**

**I will never accept defeat.**

**I will never quit.**

**I will never leave a fallen comrade.**



It took a lot of blood, sweat and tears to get to where we are today, but we have just begun. Today we begin in earnest the work of making sure that the world we leave our children is just a little bit better than the one we inhabit today.

~President Barack Obama

I WILL ALWAYS PLACE  
THE MISSION FIRST






Today is about the more than one million Americans who died serving this nation. They are American heroes, and it is for us to ensure that their sacrifices are not forgotten and that they did not die in vain.

~GEN George W. Casey

I WILL NEVER  
ACCEPT DEFEAT



Soldiers continue to perform magnificently protecting our Nation with boots firmly on the ground around the world. Our Soldiers are skilled, professional warriors who live our Army Values, embody the Warrior Ethos and define the American patriot.

~SMA Kenneth O. Preston

I WILL NEVER QUIT





If you're walking down the right path and you're willing to keep walking, eventually you'll make progress. If we aren't willing to pay a price for our values, then we should ask ourselves whether we truly believe in them at all.

~President Barack Obama

I WILL NEVER LEAVE  
A FALLEN COMRADE

# Everybody Fights, Nobody Quits!

Subject: CSA Sends - Everybody Fights, Nobody Quits!, dtd 9 Feb 11

Importance: High

Troops,

MG John Campbell, Commanding General, 101st Airborne Division (Air Assault)/Combined Joint Task Force-101, presented SPC David Bixler a Silver Star, Purple Heart and CAB a few weeks ago when he visited Walter Reed on R&R leave. He got this email from SPC Bixler yesterday.

CASEY

\*\*\*\*\*

I stood proud the day we decided upon that motto, in holding with the traditions of the 101st in setting new standards and upholding the ARMY values that keep us on our feet and hold up the name of "Soldier". When we deployed to Kandahar province in June 2010, I knew this deployment was going to be different. I felt it in my gut. I knew something was going to happen, I just didn't know what it would be. Months passed by and we had taken it to the enemy in ways that many couldn't fathom. We had lost few, and taken many. We had counted dozens of Taliban warriors fallen, and saw the graves they dug at night while they assumed we weren't watching. All the while our FLIR cameras were ablaze, watching in amusement at the progress we were making.

Months had passed, and we had been in dozens of firefights, without taking a single injury, except of-course our backs from carrying all of the extra weight. Needless to say, the things we carried were meant to save our lives.

A tale was unfolding from that simple fact alone. I was given a team leader position over 3 ANA. A grenadier, a rifleman, and an R.P.G.

I had been to school to learn some Dari, and most of them spoke it fluently, and those that couldn't relied on the others to translate. We did simple dismounted patrols which didn't require many complicated commands. "Move there", "stay here". Not too many commands required much translating when I shouted and pointed in a particular direction.

One of our soldiers had recently been injured (PFC Macari) and we had no replacement to carry the THOR III so I was assigned to carry it along with the other gear I was already assigned.

We were given an OPORD ( Operation Order ) to meet with some land owners and possibly some town elders. So we were on our way to meet them. We had passed through a somewhat dry potato field, and crossed a canal which was their main water source, as well as their sewage outlet (tasty). Once most of my platoon had crossed over the canal and climbed the unusually high dirt mound and reached the other side, it was my job to pick up our safety markers showing where we had cleared a path. I was supposed to be the last person over the dirt mound, and over the other side. As soon as I picked up the final safety marker, we took contact.

Continued....

# Everybody Fights, Nobody Quits!

The entire wood line in front of us seemed to explode into a frenzy of AK and RPK fire. RPK, PKMs, possibly a M249 SAW and RPG fire was hitting all around us. We were pinned down into a ditch just on the other side of the dirt mound we had climbed up after crossing that canal. We could only manage to get a handful of soldiers in decent fighting positions. The rest of us were stuck in that ditch. My platoon sergeant, SFC Lyon called out "Alright we need to pull back and regroup and get more men on the ground and call in Air Support and an AWT ( Air Weapons Team ) to level these jackasses. They've got us pinned down here so we're no good. Get ready to move back!". I left out most of the less than decent language for plain decency. We tend to use less than professional words sometimes when we're a little heated.

So most of use who were down in the ditch had already fired a few rounds as we were hopping down into cover. So we swapped out magazines for fresh ones and prepared to move out. All-of-the-sudden one of my ANA soldiers takes off on top of the dirt mound behind us, on uncleared ground. I yelled in Pashto first, then Dari, and even English "STOP or you'll get shot!" but he didn't listen. I would have shot his legs out from beneath him to save him from detonating an IED and possibly getting us all killed, but I had too many friendlies in the way, so I hauled up the dirt mound and grabbed him by the back of the collar of his IBA and threw him back attempting to push him back into the ditch when I stepped backwards and wide trying to regain my balance when I stepped on the pressure plate.

Post-blast analysis determined that it was a pie plate (crush box) tied to two 82mm (millimeter) mortars. Enough to take out an entire platoon given the proper circumstances, yet here I am, alive with most of my parts, and the ANA only suffered minor wounds, and is probably back in the fight already. My buddies CPL Fent and PFC Collins had concussions, but that is all.

All in all, I believe I made the right decision in my actions. I saved 4 people's lives in doing what I did (or so I believe) and I give credit to the gear for protecting my faculties. Eye pro prevented shrapnel from entering my eye sockets and into my brain; the ear pro prevented hearing loss, I still have perfect hearing; and the gloves kept my fingers from getting shredded by the shrapnel being flung all around me. I did lose parts of my legs and my feet, but judging by the shrapnel they pulled out of the THOR III that was on my back, it was a small sacrifice when it could have been much worse.

You could say Angels... I think not... I believe it was the spirit of the 101st that saved my life that day.

***To do without being told. To act without needing prompting. To sacrifice without remorse. To be, to do, to act, to train, to become, and to live.*** These are what we are in the 101st ABN DIV. We are soldiers. I would gladly have given my life to ensure the safety of our families back home. I will walk again, and I will gladly make the same sacrifice again knowing that my child, and wife have a future. We keep this madness from reaching our homes, and that's why I did what I did, and I do what I do. Take it to the enemy, not the other way around.

**"Everybody Fights", "NOBODY QUILTS!"** our Battery commander would answer and sound off. I will hold true to that answer. I will not quit. I am proud to be part of HHB 1-320th FAR 2 BCT 101st ABN DIV. I am proud to be part of the US ARMY. I will always fight, because it was never about me... it's all about us. Freedom.

David J. Bixler



# Army Values

## **Loyalty**

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army you are expressing your loyalty. And by doing your share, you show your loyalty to your unit.

## **Duty**

Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities — all in constant motion. Our work entails building one assignment onto another. You fulfill your obligations as a part of your unit every time you resist the temptation to take “shortcuts” that might undermine the integrity of the final product.

## **Respect**

Treat people as they should be treated. In the Soldier’s Code, we pledge to “treat others with dignity and respect while expecting others to do the same.” Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute.

## **Selfless Service**

Put the welfare of the nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort.

## **Honor**

Live up to Army values. The nation’s highest military award is The Medal of Honor. This award goes to Soldiers who make honor a matter of daily living — Soldiers who develop the habit of being honorable, and solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything you do.

## **Integrity**

Do what’s right, legally and morally. Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

## **Personal Courage**

Face fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. You can build your personal courage by daily standing up for and acting upon the things that you know are honorable.

# Army Values

## **Loyalty**

*To be a good leader and a good soldier, you must be loyal. Stand by your organization and the officers, non-commissioned officers, and fellow soldiers in it.*

*~FM 21-13, The Soldier's Guide, 1961*

## **Duty**

*I just wanted to serve my country. So here I am.*

*~PV2 Jeremiah Arnold*

## **Respect**

*Regardless of age or grade, soldiers should be treated as mature individuals. They are engaged in an honorable profession and deserve to be treated as such.*

*~GEN Bruce C. Clarke*

## **Selfless Service**

*... If a man hasn't discovered something that he will die for, he isn't fit to live.*

*~Dr. Martin Luther King, Jr.*

## **Honor.**

*Soldiers don't leave their buddies behind.*

*~SSG David Santos*

## **Integrity**

*I hope I shall possess firmness and virtue enough to maintain what I consider the most enviable of all titles, the character of an honest man.*

*~George Washington*

## **Personal Courage**

*I knew when I signed up the job would bring risk. It's a risk I'm willing to take.*

*~PFC Trent James David*

*Fear is a natural reaction to the unknown; it is not necessarily a negative. A positive from fear is the heightened awareness that comes from being afraid. Harnessed, this heightened awareness is an asset.*

*~CSM Michael T. Hall*



# Code of Conduct

**I - I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.**

**II - I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.**

**III - If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.**

**IV - If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.**

**V - When questioned, should I become a prisoner of war, I am required to give name, rank, service number and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.**

**VI - I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.**

# **General Orders**

## **1st General Order**

**"I will guard everything within the limits of my post and quit my post only when properly relieved."**

## **2nd General Order**

**"I will obey my special orders and perform all of my duties in a military manner."**

## **3rd General Order**

**"I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief."**

# Oath of Enlistment

**I, \_\_\_\_\_, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States, and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God."**

**(Title 10, US Code; Act of 5 May 1960 replacing the wording first adopted in 1789, with amendment effective 5 October 1962).**





# GEORGIA NATIONAL GUARD RIBBONS

*Order of Precedence*



**DISTINCTIVE  
SERVICE RIBBON**



**RIBBON  
FOR VALOR**



**MERITORIOUS  
SERVICE RIBBON**



**COMMENDATION  
RIBBON**



**DISTINGUISHED  
FOREIGN SERVICE  
RIBBON**



**SPECIAL OPERATIONS  
RIBBON**



**OLYMPIC  
RIBBON**



**HUMANITARIAN  
RIBBON**



**SERVICE  
RIBBON**



**ACTIVE DUTY  
RIBBON**



**COUNTER-NARCOTICS/  
DRUG RIBBON**



**RECRUITING  
RIBBON**



**BOAR'S HEAD  
APPURTENANCES**



**SERVICE STAR  
APPURTENANCES**



# ORDER OF PRECEDENCE — U.S. ARMY

LEFT SIDE



MEDAL OF HONOR



LEGION OF MERIT



MERITORIOUS SERVICE MEDAL



POW MEDAL



ANTARCTICA SERVICE MEDAL



NCO PROFESSIONAL DEVELOPMENT RIBBON



UNITED NATIONS MEDAL



DISTINGUISHED SERVICE CROSS



DISTINGUISHED FLYING CROSS



AIR MEDAL



GOOD CONDUCT MEDAL



ARMED FORCES EXPEDITIONARY MEDAL



ARMY SERVICE RIBBON



MULTINATIONAL FORCE AND OBSERVERS MEDAL



DEFENSE DISTINGUISHED SERVICE MEDAL



SOLDIER'S MEDAL



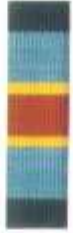
JOINT SERVICE COMMENDATION MEDAL



ARMY RESERVE COMPONENTS ACHIEVEMENT MEDAL



VIETNAM SERVICE MEDAL



OVERSEAS SERVICE RIBBON



REPUBLIC OF VIETNAM CAMPAIGN MEDAL



DISTINGUISHED SERVICE MEDAL



BRONZE STAR MEDAL



ARMY COMMENDATION MEDAL



ARMY OF OCCUPATION MEDAL



SOUTHWEST ASIA SERVICE MEDAL



ARMY RESERVE COMPONENTS OVERSEAS TRAINING RIBBON



KUWAIT LIBERATION MEDAL (Kingdom of Saudi Arabia)



SILVER STAR



PURPLE HEART



JOINT SERVICE ACHIEVEMENT MEDAL



NATIONAL DEFENSE SERVICE MEDAL



HUMANITARIAN SERVICE MEDAL



UNITED NATIONS SERVICE MEDAL



DEFENSE SUPERIOR SERVICE MEDAL



DEFENSE MERITORIOUS SERVICE MEDAL



ARMY ACHIEVEMENT MEDAL



KOREAN SERVICE MEDAL



ARMED FORCES RESERVE MEDAL



INTER-AMERICAN DEFENSE BOARD MEDAL



**RIGHT SIDE**



**PRESIDENTIAL UNIT CITATION**



**JOINT MERITORIOUS UNIT AWARD**



**VALOROUS UNIT AWARD**



**MERITORIOUS UNIT COMMENDATION**



**ARMY SUPERIOR UNIT AWARD**



**PHILIPPINE REPUBLIC PRESIDENTIAL UNIT CITATION**



**REPUBLIC OF KOREA PRESIDENTIAL UNIT CITATION**



**VIETNAM PRESIDENTIAL UNIT CITATION**



**REPUBLIC OF VIETNAM GALLANTRY CROSS UNIT CITATION**



**REPUBLIC OF VIETNAM CIVIL ACTIONS UNIT CITATION**

**DEVICES**



**BRONZE OAK LEAF CLUSTER**

The bronze oak leaf cluster represents second and subsequent entitlements of awards.



**SILVER OAK LEAF CLUSTER**

A silver oak leaf cluster is worn for the sixth, 11th, or in lieu of five bronze oak leaf clusters.



**BRONZE SERVICE STAR**

The bronze five-pointed service star represents participation in campaigns or operations, multiple qualification or an additional award to any of the various ribbons on which it is authorized.



**SILVER SERVICE STAR**

Worn in the same manner as the bronze star, but each silver star is worn in lieu of five bronze service stars.



**WINTERED OVER**

For wintering over on the Antarctic continent, a clasp for Antarctica Service Medal, suspension ribbon and a disc for the service ribbon of bronze for first winter, gold for second winter, silver for third winter.



**"V" (VALOR) DEVICE**

This metallic bronze letter "V" represents valor and does not denote an additional award. Only one may be worn on any ribbon.



**HOURLASS**

Issued for each succeeding award of the Armed Forces Reserve Medal.



**GERMANY AND JAPAN CLASPS**

Worn on the suspension ribbon of the Army of Occupation Medal.



**GOOD CONDUCT MEDAL CLASP**

Number of loops and color denote number of awards of Good Conduct Medal. Bronze, second-fifth awards; silver, sixth–8th; gold, 11th–15th.



**BRONZE ARABIC NUMERAL**

Denotes subsequent awards of the Air Medal, Multinational Force and Observers Medal, Overseas Service Ribbon and Army Reserve Components Overseas Training Ribbon and level of non-commissioned officer professional military education.



**ARROWHEAD**

Awarded for participation in an initial assault landing. Worn on the service and suspension ribbons of the appropriate campaign or service medal. Only one may be worn on any ribbon.

The above display represents the correct order of precedence for ribbons most likely to be worn today on the Army uniform. Devices worn on these ribbons must be worn in a specific manner and are used to denote additional awards or participation in a specific event. For additional information about the proper order of display, placement of devices or about ribbons not shown, refer to AR 600-1.

# Forms

	Forms
DA 6	Duty Roster
DA 17	Request for Blank Continued
DA 17-1	Blanks Forms Continued
DA 31	Request for Leave
DA 61	Application for Appointment
DA 67-8	Officer Evaluation Report
DA 2404	Equipment & Maintenance
DA 3355	Promotion Point Worksheet
DA 3685-R	Jumps Pay Elections
DA 3739	Application for Extreme Family Problems
DA 3831	Rights Warning Procedure Waiver Cert.
DA 3938	Request for Telephone Service
DA 3955	Change of Address Card
DA 4085-R	Army NAF Purchase Request
DA 1103	Application for AER Assistance
DA 1594	Daily Staff
DA 1687	Receipt for Supplies
DA 2062	Hand Receipt
DA 2142	Pay Inquiry
DA 2166-8	NCO Counseling Checklist
DA 2339	Application for Voluntary Retirement
DA 2408-9	Equipment Control Record
DA 2446	Request for Orders
DA 2627-1	Summarized Record of Article 15
DA 2635	Enlisted Preference Statement
DA 2715	Unit Status Report Worksheet
DA 2823	Sworn Statement
DA 2970	Subsistence Report
DA 3037	Request Stoppage of Payment on Check
DA 3072	Request for Waiver
DA 3161	Request for Issue & Turn-in
DA 5305	CONUS Soldier Accompanied by Dependent
DA 5305-R	Statement Understanding
DA 5434	Request Sponsorship
DA 5513	Key Control
DA 5545	VHA Certificate
DA 5840	Certificate of Acceptance as Guardian

# Army Regulations / Field Manual References

Number	Title of Reference
AR 25-55	DA Freedom of Information Program
AR 27-1	Judge Advocate Legal Service
AR 27-10	Military Justice
AR 40-5	Preventive Medicine
AR 190-11	UPDATE 3 (Physical Security) – Security of Arms, Ammunition, and Explosive
AR 190-51	UPDATE 3 (Physical Security) – Security of Unclassified Documents – Army Program
AR 220-45	Duty Rosters
AR 350-17	NCO Development Program
AR 350-30	Code of Conduct
AR 351-1	Individual Military Education
AR 351-20	Correspondence Course Program
AR 600-8-2	Suspension of Favorable Personnel Actions (FLAGS)
AR 600-8-6	Personnel Accounting and Strength Reporting
AR 600-8-19	Enlisted Promotions and Reductions
AR 600-9	UPDATE 15 (All Ranks) – Army Weight Control Program
AR 600-20	Army Command Policy (Equal Opportunity)
AR 600-20	Interim Change #2 dated 1 Apr 94
AR 600-25	Customs and Courtesies
AR 600-37	Unfavorable Information
AR 600-38	Meal Card Management System
AR 600-63	Army Health Promotion
AR 600-200	Enlisted Personnel Management System
AR 600-200	UPDATE 16 – (Enlisted Personnel) – Enlisted Personnel Management System
AR 614-30	UPDATE 15 (All Ranks) – Overseas Service
AR 614-200	UPDATE 16 – (Enlisted Personnel) – Selection of Soldiers for Training & Assignment
AR 614-280	UPDATE 16 – (Enlisted Personnel) – Army Retention Program
AR 621-5	Army Continuing Education
AR 623-1	UPDATE 6 (Personnel Evaluations) – Academic Evaluation Reporting System
AR 623-105	UPDATE 6 (Personnel Evaluations) – Officer Evaluation Reporting System
AR 623-205	UPDATE 6 (Personnel Evaluations) – Enlisted Evaluation Reporting System
AR 630-5	UPDATE 15 (All Ranks) – Leaves & Passes
AR 630-10	Absence Without Leave & Desertion
AR 635-10	UPDATE 15 (All Ranks) – Processing Personnel for Separation
AR 635-200	UPDATE 16 – (Enlisted Personnel) – Enlisted Personnel
AR 640-2-1	UPDATE 15 (All Ranks) – Personnel Qualification Records
AR 640-10	UPDATE 15 (All Ranks) – Individual Military Personnel Records
AR 640-30	Photographs for Military Personnel Files
AR 670-1	Wear & Appearance of Uniform & Insignia
AR 672-5-1	UPDATE 15 (All Ranks) – Military Awards
AR 680-29	Military Personnel Organization & Type of Transaction Codes
AR 700-84	UPDATE 14 (Unit Supply) – Issue and Sale of Personal Clothing
AR 710-2	UPDATE 14 (Unit Supply) – Supply Policy Wholesale Level & Inventory HAZMAT
AR 735-5	UPDATE 14 (Unit Supply) – Policies Procedures & Accountability Durable/Expendables
AR 750-1	UPDATE 14 – (Maintenance Management) Army Material Maintenance Policies
ARTEP 7-8-MTP	Mission Training Plan for the Infantry Platoon & Squad
ARTEP 71-1-MTP	Training and Evaluation Outlines
DA CIR 608-90-2	The Army Family Action Plan VII
DA CIR 611-82-3	Career Management of the Management System
DA CIR 623-88-1	NCO Evaluation Report System

# Army Regulations / Field Manual References

Number	Title of Reference
DA CIR 623-205	NCOER System "IN-BRIEF"
DA PAM190-51	UPDATE 3 (Physical Security) – Risk Analysis for Army
DA PAM600-8	Military Personnel Management & Administrative Procedures
DA PAM 600-8-1	Standard Installation/Division Personnel system (SIDPERS) Bn S1 Level Procedures
DA PAM 600-24	Suicide Prevention & Psychological Autopsy
DA PAM 600-70	Prevention of Suicide & Self Destructive Behavior
DA PAM 608-47	A Guide to Establishing Family Support Groups
DA PAM 612-1	Army Sponsoring Program
DA PAM 738-750	UPDATE 14 – (Maintenance Management) Army Maintenance – TAMMS
FM 3-87	NBC
FM 8-10-4	Medical PL's Handbook
FM 10-23	Change #1, Basic Doctrine for Army Field Feeding
FM 12-6	Personnel Doctrine
FM 21-10	Field Hygiene & Sanitation
FM 21-10-1	Unit Field Sanitation Team
FM 21-11	First Aid
FM 21-20	Physical Training Manual
FM 21-26	Map Reading and Land Navigation
FM 22-5	Drill and Ceremonies
FM 22-6	Guard Duty
FM 22-100	Leadership & Counseling
FM 22-600-20	NCO Creed
FM25-100	Training the Force
FM 25-101	Battle Focused Training
FM 26-2	Stress Management
FM 27-1	Legal Guide for Commanders
FM 27-14	Legal Guide for Soldiers
FM 43-5	Unit Management Operations
FM 63-2	Sustaining the Division (Chap 1)
FM 63-20	FSB Organization and Functions
FM 63-20	Sustaining the Heavy Brigade (Chap 1)
FM 71-1	Tank & Mech Infantry Company Team
DA 67-8-1	OER Support Form
DA 87	Certificate of Training
DA 137	Installation Clearance Record
DA 145	Army Correspondence
DA 268	Flagging Actions
DA 285	Accident Report
DA 360	Report of Authorized Official Toll Telephone Calls
DA 483	Officer Assignment Preference Statement
DA 543	Request for Orders
DA 638-1	Recommendation for Award
DA 647	Personnel Register
DA 672	Safe or Cabinet Security Record
DA 1045	Army Ideas for Excellence Program
DA 1051	Record of Injury
DA 4126-R	Bar to Reenlistment
DA 4187	Personnel Actions
DA 4384	Commanders Report of Inquiry/Unauthorized Absence

# Army Regulations / Field Manual References

Number	Title of Reference
DA 4569	Request Publications
DA 4575	Copy Machine Production Log
DA 4610	Equipment Changes in MTOE
DA 4833	Commanders Report of Disciplinary Action
DA 4856-R	General Counseling Form
DA 4872	Certificate of Promotion
DA 4986	Personal Property Record
DA 5018-R	ADACPC
DA 5100-R	Request for Subsistence Payroll
DA 5304	Family Care
DA 5180-R	Urinalysis Custody Report
FM 71-2	Tank & Mech Infantry Battalion Task Force
FM 100-5	Operations
FM 100-9	Reconstitution
FM 100-10	Combat Service Support
FM 101-5	Staff Organization & Operations
FM 101-5-1	Operational Terms & Symbols
MCM 1994	Manual for Courts-Martial US – 1994 Edition
TC 22-6	Army NCO Guide
TC 25-20	Leaders Guide to After Action Reviews
TC 25-30	Leaders Guide to Company Training Meetings
TC 710-5	Unit Commander's Supply Handbook/Risk Management Reference Guide

[www.ArmyToolBag.com](http://www.ArmyToolBag.com)

<http://www.armybytes.com/>

[www.google.com](http://www.google.com)

<http://www.pptclasses.com/category/index-basic.htm>

<http://www.apd.army.mil/>

The Army exists to deter war or, if deterrence fails, to fight and win in combat. For deterrence to be effective, our enemies must know that the Army can mobilize, deploy, fight, and sustain combat operations. Effective training molds human and material resources into cohesive, combat-ready units.

# Acronyms

AA	Assembly Area
AA&E	Arms, Ammunition, and Explosives
AAF	Army Airfield
AAFES	Army and Air Force Exchange Service
AALPS	Automated Air Load Planner System
AAM	Army Achievement Medal
AAR	After Action Review
ABCS	Army Battle Command Systems
ABN	Airborne
AC	Active Component
ACAP	Army Career and Alumni Program
ACCP	Army Correspondence Course Program
ACE	Ammunition, Casualties, Equipment
ACE	Armored Combat Earthmover
ACR	Armored Cavalry Regiment
ACS	Army Community Service
ACU	Army Combat Uniform
ADSO	Active Duty Service Obligation
ADT	Active Duty for Training
AER	Army Emergency Relief
AFATDS	Advanced Field Artillery Tactical D
AFTB	Army Family Team Building
AG	Adjutant General
AGR	Active Guard Reserve
AIT	Advanced Individual Training
AKO	Army Knowledge Online
ANCOC	Advanced Noncommissioned Officers Course
AO	Area of Operations
AOI	Area of Interest
AOR	Area of Responsibility
APC	Armored Personnel Carrier
APFT	Army Physical Fitness Test
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
AR	Army Regulation
ARCENT	Army Forces, Central Command
ARCOM	Army Commendation Medal
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ARSOF	Army Special Operations Forces
ARTEP	Army Training and Evaluation Program
ASAP	Army Substance Abuse Program
ASAP	As Soon As Possible
ASI	Additional Skill Identifier
ASOC	Air Support Operations Center
AST	Area Support Team
ASV	Armor Security Vehicle
AT	Antiterrorism
ATAM	Air-To-Air Missile
ATRRS	Army Training and Requirements Reservations System

AUEL	Automated Unit Equipment List
AVF	All-Volunteer Force
AVLB	Armoured Vehicle-Launched Bridge
AWCP	Army Weight Control Program
AWOL	Absent Without Leave
BAH	Basic Allowance for Housing
BAQ	Basic Allowance for Quarters
BAS	Basic Allowance for Subsistence
BASD	Basic Active Service Date
BCD	Bad Conduct Discharge
BCKS	Battle Command Knowledge Systems
BCT	Brigade Combat Team
BCT	Basic Combat Training
BDU	Battle Dress Uniform
BLUF	Bottom Line Up Front
BMO	Battalion Maintenance Officer
BNCOC	Basic Noncommissioned Officers Course
BOQ	Bachelor Officers' Quarters
BOSS	Better Opportunities for Single Soldiers
CALL	Center for Army Lessons Learned
CAO	Casualty Assistance Officer
CATS	Combined Arms Training System
CDR	Commander
CFNCO	Command Financial Noncommissioned
CIF	Central Issue Facility
CIIC	Controlled Inventory Item Code
CIP	Commander's Inspection Program
CNO	Casualty Notification Officer
CO	Commanding Officer
COA	Course of Action
COC	Chain of Command
CONUS	Continental United States
COS	Chief of Staff
CQ	Charge of Quarters
CS	Combat Support
CSDP	Command Supply Discipline Program
CSM	Command Sergeant Major
CSS	Combat Service Support
CTA	Common Table of Allowances
CTT	Common Task Test
DA	Department of the Army
DA PAM	Department of the Army Pamphlet
DANTES	Defense Activity for Non Tradition
DEERS	Defense Enrollment Eligibility Reporting System
DEL	Deployment Equipment List
DEP	Delayed Entry Program
DFAS	Defense Finance and Accounting Service
DG	Death Gratuity
DMD	Deployment Manning Document
DOD	Department of Defense



# Acronyms

DOIM	Directorate of Information Management	LOGSA	Logistics Support Activity
DOL	Directorate of Logistics	LZ	Landing Zone
DOR	Date of Rank	MACOM	Major Army Command
DPMO	Deployment Process Modernization Office	MCM	Manual for Courts Martial
DRMO	Defense Reutilization and Marketing	MEB	Medical Evaluation Board
DTMS	Digital Training Management System	MEDEVAC	Medical Evacuation
DWI	Driving While intoxicated	METL	Mission Essential Task List
EB	Enlistment Bonus	METT-TC	Mission, Enemy, Terrain, Troops, Time Civilians
EFMP	Exceptional Family Member Program	MFR	Memorandum For Record
EO	Equal Opportunity	MGIB	Montgomery GI Bill
ERB	Enlisted Record Brief	MIA	Missing in Action
FAP	Family Advocacy Program	MILES	Multiple Integrated Laser Engagement
FAST	Fundamental Academic Skills Test	MILPER	Military Personnel
FCP	Family Care Plan	MKT	Mobile Kitchen Trailer
FEBA	Forward Edge of the Battle Area	MMRB	MOS/Medical Retention Board
FEDLOG	Federal Logistics Catalog	MOA	Memorandum of Agreement
FLEP	Funded Legal Education Program	MOOTW	Military Operations Other Than War
FLOT	Forward Line of Own Troops	MOS	Military Occupational Specialty
FM	Field Manual	MOU	Memorandum of Understanding
FMC	Fully Mission Capable	MSO	Mission Support Order
FORSCOM	Forces Command	MTF	Medical Treatment Facility
FPCON	Force Protection Condition	MTOE	Modification Table of Organization
FRAGO	Fragmentary Order	MTP	Mission Training Plan
FRG	Family Readiness Group	MWR	Moral, Welfare, and Recreation
FSA	Family Separation Allowance	NAI	Named Area of Interest
FTX	Field Training Exercise	NATO	North Atlantic Treaty Organization
GCM	General Court Martial	NBC	Nuclear, Biological, Chemical
GCM	Good Conduct Medal	NCOER	Noncommissioned Officer Evaluation
GPS	Global Positioning System	NCOES	Noncommissioned Officer Education
GT	General Technical	NCOIC	Noncommissioned Officer In Charge
HAZMAT	Hazardous Materials	NCOPD	Noncommissioned Officer Professional Development
HHG	Household Goods	NG	National Guard
HMMWV	High Mobility Medium Wheeled Vehicle	NIPRNET	Non-Classified Internet Protocol (Network)
HQDA	Headquarters, Department of the Army	NMC	Non Mission Capable
IA	Information Assurance	NSN	National Stock Number
IAW	In Accordance With	NTC	National Training Center
ID	Identification	NVD	Night Vision Devices
IET	Initial Entry Training	NVG	Night Vision Goggles
IPFU	Improved Physical Fitness Uniform	OC	Observer Controller
IRAM	Improvised Rocket Assisted Mortar	OCOKA	Observation, Concealment, Obstacle
IRR	Individual Ready Reserve	OCONUS	Outside the Continental United States
IT	Information Technology	OER	Officer Evaluation Report
JAG	Judge Advocate General	OIC	Officer In Charge
JODSF	Junior Officer Development Support	OMPF	Official Military Personnel File
JOPEs	Joint Operations Personnel Executive System	OPFOR	Opposing Forces
JUMPS	Joint Uniform Military Pay System	OPLAN	Operations Plan
KIA	Killed in Action	OPORD	Operations Order
LAN	Local Area Network	ORB	Officer Record Brief
LES	Leave and Earnings Statement	P	Promotable
LIN	Line Item Number	PAC	Personnel Administration Center



# Acronyms

PAI	Personnel Asset Inventory	SPCM	Special Court Martial
PBO	Property Book Officer	SPOD	Sealift Port of Debarkation
PCC	Pre Combat Checks	SPOE	Sealift Port of Embarkation
PCI	Pre Combat Inspections	SRB	Selective Reenlistment Bonus
PCS	Permanent Change of Station	SRC	Soldier Readiness Checks
PDSS	Pre-Deployment Site Survey	SRP	Soldier Readiness Processing
PEB	Physical Evaluation Board	SSN	Social Security Number
PEBD	Pay Entry Basic Date	STARC	State Area Reserve Command
PERSCOM	Personnel Command	STP	Soldier Training Publication
PIR	Parachute Infantry Regiment	STT	Sergeant's Time Training
PLDC	Primary Leadership Development Course	STX	Situational Training Exercise
PLT	Platoon	T	Trained in the task
PMCS	Preventive Maintenance Checks and Services	T&EO	Training and Evaluation Outline
PMO	Provost Marshal Office	TA	Tuition Assistance
PMOS	Primary Military Occupational Specialty	TAA	Tactical Assembly Area
PNOK	Primary Next of Kin	TADSS	Training Aids, Devices, Simulators
POC	Point of Contact	TC-ACCIS	Transpo Coordinator - Automated Command and Control System
POV	Privately Owned Vehicle	TC-AIMS II	Transpo Coordinators' -Automated Information for Movement System II
POW	Prisoner of War	TCN	Transportation Control Number
POW	Personally Owned Weapon	TDA	Table of Distribution and Allowance
PSB	Personnel Services Battalion	TDY	Temporary Duty
PSG	Platoon Sergeant	TF	Task Force
PT	Physical Training	TIG	Time in Grade
QOL	Quality Of Life	TIS	Time in Service
RC	Reserve Component	TLP	Troop Leading Procedures
RET	Retired	TM	Technical Manual
ROE	Rules of Engagement	TMDE	Test, Measurement, and Diagnostic
ROK	Republic of Korea	TOC	Tactical Operations Center
ROTC	Reserve Officers Training Corps	TOE	Table of Organization and Equipment
RSOI	Reception, Staging, Onward movement and Integration	TOW	Tube Launched, Optically Tracked, Wire Guided Missile
SALT	Size, Activity, Location, and Time	TPFDD	Time Phased Force and Deployment Data
SALUTE	Size, Activity, Location, Unit, Time, Enemy	TRADOC	Training and Doctrine Command
SATS	Standard Army Training System	TRP	Target Reference Point
SBCT	Stryker Brigade Combat Team	TSP	Thrift Savings Plan
SC	Supply Catalog	TTP	Tactics, Techniques, and Procedures
SCM	Special Court Martial	TTP	Tactic Techniques and Procedures
SDNCO	Staff Duty Noncommissioned Officer	U	Untrained in the task
SDO	Staff Duty Officer	UCMJ	Uniform Code of Military Justice
SGLI	Servicemembers' Group Life Insurance	UIC	Unit Identification Code
SIDPERS	Standard Installation/Division Personnel System	ULLS-G	Unit Level Logistics System – Ground
SIPRNET	Secret Internal Protocol Router Network	ULLS-S4	Unit Level Logistics System – Supply
SITREP	Situation Report	USAF	United States Air Force
SJA	Staff Judge Advocate	USAR	United States Army Reserve
SKOT	Sets, Kits, Outfits, and Tools	USC	United States Code
SM	Soldier member	USMC	United States Marine Corps
SMA	Sergeant Major of the Army	USN	United States Navy
SMCT	Soldier's Manual of Common Tasks	VA	Veterans' Administration
SMTG	Soldier's Manual and Trainer's Guide	VIP	Very Important Person
SNOK	Secondary Next of Kin	WARNO	Warning Order
SOP	Standing Operating Procedure	WIA	Wounded in Action
		WMD	Weapons of Mass Destruction



# U.S. ARMY

They understood, as few others have, that our Constitution and the freedom it guarantees are worth fighting for.



# ANATIONS GRATITUDE

If other eyes grow dull, other hands slack, and other hearts cold in the solemn trust, ours shall keep it well as long as the light and warmth of life remain to us.





# HEROES

"It is foolish and wrong to mourn the men who died.  
Rather we should thank God that such men lived."

- General George S. Patton, Jr

# A Letter from President Lincoln

*Washington, Nov. 21, 1864.*

*Dear Madam, --*

*I have been shown in the files of the War Department a statement of the Adjutant General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle.*

*I feel how weak and fruitless must be any words of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I cannot refrain from tendering to you the consolation that may be found in the thanks of the Republic that they died to save.*

*I pray that our Heavenly Father may assuage the anguish of your bereavement, and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom.*

*Yours very sincerely and respectfully,  
A. Lincoln*

*President Lincoln's letter to Mrs. Lydia Bixby of Boston, Massachusetts*



# The Unknown Soldier

During and after World War I the Graves Registration Service positively identified most of the remains of US servicemen who died in Europe during the war. There were 1,237 who were never identified. Congress resolved to construct a tomb as a final resting-place for one of the unknowns to honor all of them.

On 24 October 1921, four caskets carrying the remains of unidentified American soldiers were brought to a room in the Hotel De Ville in the French town of Chalons-sur-Marne. One American soldier entered, alone. Sergeant Edward F. Younger, Headquarters Company, 2d Battalion, 50th Infantry, from Chicago, Illinois, had fought in the war as a private, corporal and sergeant. He was wounded twice and had received the Distinguished Service Cross for valor in battle. In his hands he carried roses, a gift of Mr. Brasseur Bruffer, a former member of the city council of Chalons, who had lost two sons in the war. As a French band played a hymn outside, Sergeant Younger slowly walked around the caskets several times and finally paused in front of one of them. Gently he laid his roses on the casket, and then came to attention, faced the body, and saluted. He had chosen "The Unknown."

"I went into the room and walked past the caskets," he later explained. "I walked around them three times. Suddenly I stopped. It was as though something had pulled me. A voice seemed to say: *'This is a pal of yours.'*"

The remains were later transported to the French port of Le Havre, put onboard the cruiser *USS Olympia*, and sailed for home, arriving on November 9th. The body lay in state in the Capitol Rotunda for two days as over 90,000 people quietly filed by. On 11 November 1921, this brave soldier, whose true identity will forever be a mystery, was formally interred on native soil. Since then unknown soldiers from World War II, the Korean War and, for a time, the Vietnam War, have joined him. The Unknown Soldier from the Vietnam War was later identified; the space where he once rested remains empty.



# GRIEF

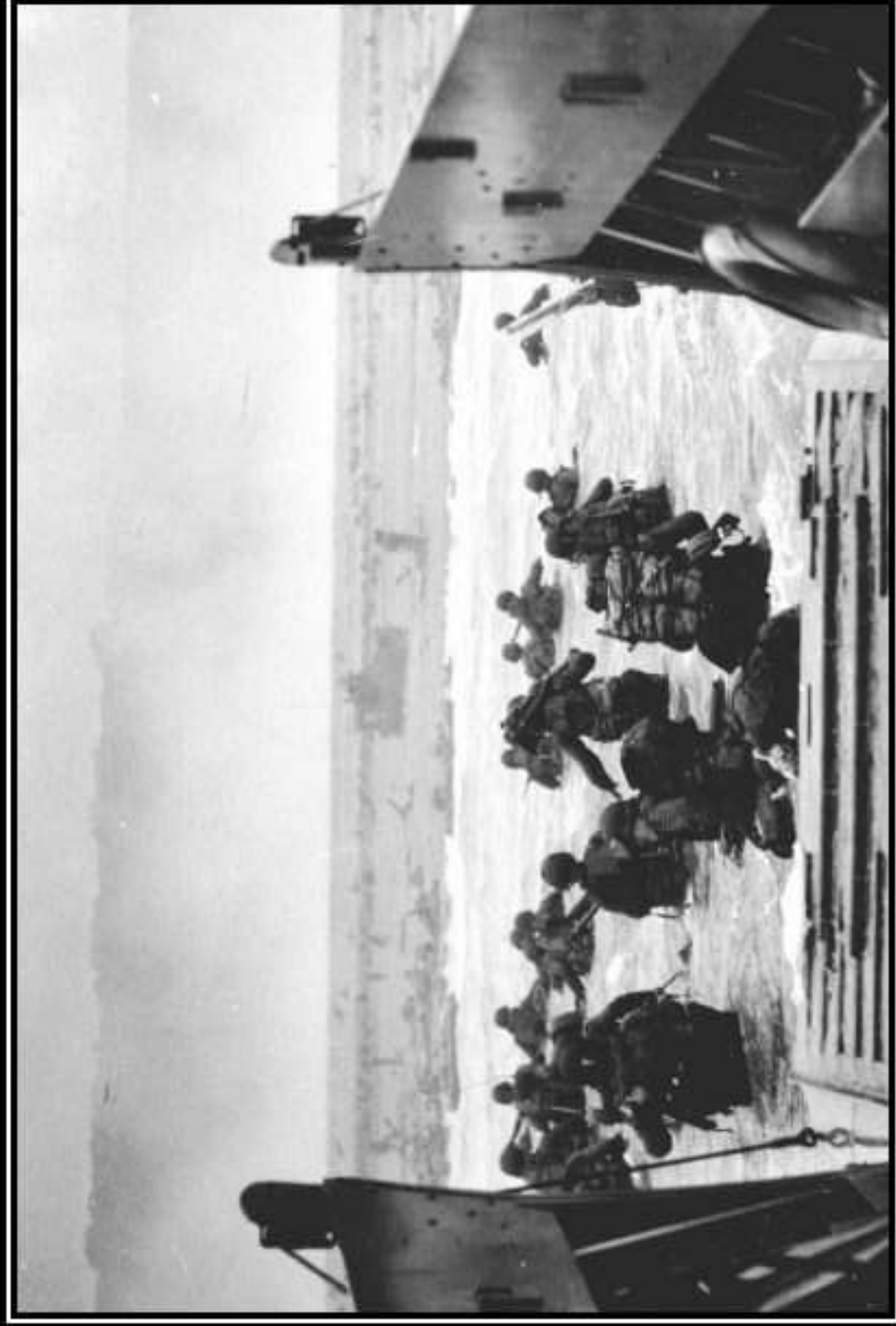
"I pray that our Heavenly Father may assuage the anguish of your bereavement, and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom." - Abraham Lincoln





# BAND OF BROTHERS 2.0

Because not every generation gets called to greatness



# D-DAY + 63

I call upon all who love freedom to stand with us. Keep your faith staunch.  
Our arms are resolute. Together we shall achieve victory."  
- broadcast by Gen. Dwight D. Eisenhower, June 6, 1944.

# Contact Listing

# CHAPTER 10



*Junior officers and NCOs who neglect to guide the thinking of their men are shirking a command responsibility.*

*~ February 1955 Combat Forces Journal*

Important Numbers  
Family Readiness Group (FRG)  
Alert Roster

# Important Phone Numbers

Emergency	
Police	
Fire	
Medical Ambulance	
Red Cross	
1SG	
Commander	
Unit	
Readiness NCO	
Personnel NCO	
Supply NCO	
Chaplain	

Fort Stewart Emergency Numbers:

- ❖ Ft. Stewart Police: 912-767-4895
- ❖ Life Threatening Injury: 912-767-8777 or FM 48.50
- ❖ Call 911 for Emergencies on a Land Line

# Family Readiness Group

Family Assistance Coordinator	
Family Readiness Group Chairperson	
Co-Chairperson	
Secretary	
Treasurer	
Co-Treasurer	
Phone Tree Coordinator	
Phone Tree Coordinator	
Phone Tree Coordinator	
Phone Tree Coordinator	
Phone Tree Coordinator	

*By profession I am a Soldier and take pride in that fact. But I am prouder -- infinitely prouder -- to be a father. A Soldier destroys in order to build; the father only builds, never destroys. The one has the potentiality of death; the other embodies creation and life. And while the hordes of death are mighty, the battalions of life are mightier still. It is my hope that my son, when I am gone, will remember me not from the battle field but in the home repeating with him our simple daily prayer, "Our Father Who Art in Heaven."*

*~General Douglas MacArthur*

# Alert Roster

# Common Training Tasks



*"There is no type of human endeavor where it is so important that the leader understands all phases of his job as that of the profession of arms."*

*~ Major General James Fry*

## Common Training Tasks (CTT)

Skill Level 1

Skill Level 2

Skill Level 3

Skill Level 4

# CHAPTER 11



# Common Training Tasks (CTT) Skill Level 1

		Soldier's Name		
T= TRAINED				
P=NEEDS IMPROVEMENT				
U= UNTRAINED				
TASK #	TASK ( SKILL LEVEL 1 )			
301-348-1050	REPORT INFORMATION OF POTENTIAL INTELLIGENCE VALUE			
113-305-1001	COMMUNICATE BY A TACTICAL RADIO			
071-329-1006	NAVIGATE FROM ONE POINT ON THE GROUND TO ANOTHER POINT WHILE DISMOUNTED			
071-990-0002	OPERATE AN M16A2 RIFLE			
071-311-2007	MAINTAIN AN M16A2 RIFLE			
071-325-4407	EMPLOY AN M18A1 CLAYMORE MINE			
071-325-4426	RECOVER AN M18A1 CLAYMORE MINE			
051-191-1501	PERFORM INDIVIDUAL CAMOFLAGE			
051-192-1135	LOCATE MINES BY PROBING			
071-326-0502	MOVE UNDER DIRECT FIRE			
071-326-0503	MOVE OVER, THROUGH, OR AROUND OBSTACLES( EXCEPT MINEFIELDS)			
071-326-0510	REACT TO INDIRECT FIRE WHILE DISMOUNTED			
071-326-0511	REACT TO FLARES			
071-326-5703	CONSTRUCT INDIVIDUAL FIGHTING POSITIONS			
071-331-0801	CHALLENGE PERSONS ENTERING YOUR AREA			
071-331-0804	PERFORM SURVEILLANCE WITHOUT THE AID OF ELECTRONIC DEVICES			
071-331-0815	PRACTICE NOISE, LIGHT, LITTER DISCIPLINE			
071-331-0852	CLEAR FIELD OF FIRE			
093-401-5000	IDENTIFY UNEXPLODED ORDNANCE (UXO) HAZARDS			
551-721-1352	PERFORM VEHICLE PREVENTIVE MAINTENANCE CHECKS AND SERVICES (PMCS)			

# Common Training Tasks (CTT) Skill Level 1

		Soldier's Name		
T= TRAINED				
P= NEEDS IMPROVEMENT				
U= UNTRAINED				
TASK #	TASK (SKILL LEVEL 1)			
551-721-1359	DRIVE VEHICLE IN A CONVOY			
551-721-1363	DRIVE VEHICLE WITH OR WITHOUT TRAILER/SEMITRAILER IN BLACKOUT CONDITION			
551-721-1408	IMPLEMENT DEFENSIVE PROCEDURES WHEN UNDER ENEMY ATTACK OR AMBUSH IN A CONVOY			
031-503-1035	PROTECT YOURSELF FROM CHEMICAL/BIOLOGICAL CONTAMINATION USING YOUR PROTECTIVE MASK			
031-503-1036	MAINTAIN YOUR PROTECTIVE MASK			
031-503-1006	PROTECT YOURSELF FROM NBC INJURY/CONTAMINATION WHEN DRINKING FROM CANTEEN			
031-503-1013	DECONTAMINATE YOURSELF AND INDIVIDUAL EQUIPMENT USING CHEMICAL DECON KIT			
031-503-1015	PROTECT YOURSELF FROM NBC INJURY/CONTAMINATION WITH THE APPROPRIATE			
031-503-1017	RESPOND TO DEPLETED URANIUM LOW LEVEL RADIOACTIVE MATERIALS HAZARD			
031-503-1019	REACT TO CHEMICAL OR BIOLOGICAL HAZARD OR ATTACK			
031-503-1008	PROTECT YOURSELF FROM NBC INFURY/CONTAMINATION WHILE ELIMINATING BODY			
081-831-1000	EVALUATE A CASUALTY			
081-830-1003	CLEAR AN ABJECT FROM THE THROAT OF A CONSCIOUS CASUALTY			
081-831-1005	PREVENT SHOCK			
081-831-1007	GIVE FIRST AID FOR BURNS			
081-831-1008	GIVE FIRST AID FOR HEAT INJURIES			
081-831-1009	GIVE FIRST AID FOR FROSTBITE			
081-831-1016	PUT ON A FIELD OR PRESSURE DRESSING			
081-831-1017	PUT ON A TOURNIQUET			
081-831-1025	APPLY A DRESSING TO AN OPEN ABDOMINAL WOUND			

# Common Training Tasks (CTT) Skill Level 1

		Soldier's Name		
T= TRAINED				
P= NEEDS IMPROVEMENT				
U= UNTRAINED				
TASK #	TASK (SKILL LEVEL 1)			
031-503-1014	IDENTIFY CHEMICAL AGENTS USING M8 DETECTOR PAPER			
031-503-1020	DETECT CHEMICAL OR BIOLOGICAL AGENT USING M9 DETECTOR PAPER			
031-503-1018	REACT TO A NUCLEAR HAZARD			
031-503-1023	PROTECT YOURSELF FROM NBC INJURY/CONTAMINATION WHEN CHANGING MOPP			
031-506-1052	PROTECT YOURSELF AND OTHERS FROM NBC INJURY/CONTAMINATION USING COLLECTIVE PROTECTIVE			
071-329-1000	IDENTIFY TOPOGRAPHIC SYMBOLS ON A MILITARY MAP			
071-329-1001	DETERMINE TERRAIN FEATURES ON A MAP			
071-329-1002	DETERMINE THE GRID COORDINATES OF A POINT ON MILITARY MAP			
071-329-1003	DETERMINE MAGNETIC AZIMUTH USING LENSATIC COMPASS			
071-329-1018	MEASURE DISTANCE ON A MAP			
071-329-1012	ORIENT A MAP TO THE GROUND BY MAP TERRAIN ASSOCIATION			
071-329-1018	DETERMINE DIRECTION WITHOUT A COMPASS			
081-831-1030	ADMINISTER NERVE AGENT ANTIDOTE TO SELF ( SELF AID)			
081-831-1031	ADMINISTER FIRST AID TO A NERVE AGENT CASUALTY ( BUDDY AID)			
081-831-1033	APPLY A DRESSING TO AN OPEN HEAD WOUND			
081-831-1034	SPLINT A SUSPECTED FRACTURE			
081-831-1040	TRANSPORT A CASUALTY USING A ONE-MAN CARRY			
081-831-1041	TRANSPORT A CASUALTY USING A TWO-MAN CARRY OR AN IMPROVISED LITTER			
081-831-1042	PERFORM MOUTH TO MOUTH RESUSCITATION			
101-515-1900	PERFORM MORTUARY AFFAIRS OPERATIONS			



# Common Training Tasks (CTT) Skill Level 2

		Soldier's Name		
T= TRAINED				
P= NEEDS IMPROVEMENT				
U= UNTRAINED				
TASK #	TASK ( SKILL LEVEL 2 )			
113-573-8006	USE AN AUTOMATED SIGNAL OPERATING INSTRUCTION (SOI)			
121-030-3534	REPORT CASUALTIES			
071-326-0615	SELECT A MOVEMENT ROUTE USING A MAP			
071-329-1004	DETERMINE THE ELEVATION OF A POINT ON THE GROUND USING A MAP			
071-329-1009	CONVERT AZIMUTHS			
071-329-1011	ORIENT A MAP USING A LENSATIC COMPASS			
071-329-1014	LOCATE AN UNKNOWN POINT ON A MAP AND ON THE GROUND BY INTERSECTION			
071-329-1015	LOCATE AN UNKNOWN POINT ON A MAP AND ON THE GROUND BY RESECTION			
071-329-1019	USE A MAP OVERLAY			
071-510-0001	DETERMINE AZIMUTH USING A PROTRACTOR			
071-510-0002	COMPUTE A BACK AZIMUTH			
051-193-1013	NEUTRALIZE BOOBY TRAPS			
061-283-1002	LOCATE A TARGET BY GRID COORDINATES			
061-283-6003	ADJUST INDIRECT FIRE			
071-326-5704	SUPERVISE CONSTRUCTION OF A FIGHTING POSITION			
081-831-0101	REQUEST MEDICAL EVACUATION			
093-403-5010	RECOGNIZE MILITARY EXPLOSIVE ORDNANCE BY TYPE			
093-403-5020	TAKE IMMEDIATE ACTION BASED ON CONFIRMATION OF AN EXPLOSIVE HAZARD			
093-403-5030	REPORT EXPLOSIVE HAZARD			
071-990-0004	CONDUCT PRE-COMBAT CHECKS			



# Common Training Tasks (CTT) Skill Level 3

		Soldier's Name		
T= TRAINED				
P= NEEDS IMPROVEMENT				
U= UNTRAINED				
TASK #	TASK ( SKILL LEVEL 3 )			
071-326-5705	ESTABLISH AN OBSERVATION POST			
071-328-5301	INSPECT PERSONNEL/ EQUIPMENT			
113-572-4008	TRANSMIT A VOICE UNITED STATES MESSAGE TEXT FORMAT (USMTF) MESSAGE			
113-572-5005	RECEIVE A VOICE UNITED STATES MESSAGE TEXT FORMAT (USMTF) MESSAGE			
113-572-6005	WRITE A VOICE UNITED STATES MESSAGE TEXT FORMAT ( USMTF ) MESSAGE			
113-572-5006	READ A VOICE UNITED STATES MESSAGE TEXT FORMAT (USMTF) MESSAGE			
071-331-0820	ANALYZE TERRAIN			
051-192-3060	CONDUCT A BREACH OF A MINEFIELD			
051-195-3005	DIRECT CONSTRUCTION OF NONEXPLOSIVE ANTIVEHICULAR OBSTACLES			
071-430-0002	CONDUCT A DEFENSE BY A SQUAD			
071-430-0003	CONSOLIDATE A SQUAD FOLLOWING ENEMY CONTACT WHILE IN THE DEFENSE			
071-430-0004	REORGANIZE A SQUAD FOLLOWING ENEMY CONTACT WHILE IN THE DEFENSE			
091-309-0710	SUPERVISE PREVENTIVE MAINTENANCE CHECKS AND SERVICES			
091-309-0711	DIRECT VEHICLE AND EQUIPMENT RECOVERY OPERATIONS			
301-348-6001	PROTECT CLASSIFIED INFORMATION AND MATERIAL			
441-091-3001	DIRECT UNIT AIR DEFENSE			
551-721-3348	PERFORM DUTIES AS SERIAL/MARCH UNIT COMMANDER			
551-721-3352	DIRECT CONVOY DEFENSE OPERATIONS			
850-001-3001	DIRECT UNIT AIR DEFENSE			
151-385-6263	CONDUCT RISK ASSESSMENT			





# Common Training Tasks (CTT) Skill Level 4

		Soldier's Name		
T= TRAINED				
P= NEEDS IMPROVEMENT				
U= UNTRAINED				
TASK #	TASK ( SKILL LEVEL 4 )			
071-720-0015	CONDUCT AN AREA RECONNAISSANCE BY A PLATOON			
071-326-5626	PREPARE AN ORAL OPERATION ORDER			
071-332-5022	PREPARE A BATTALION SITUATION REPORT (SITREP)			
051-196-3065	PREPARE A ROUTE RECONNAISSANCE OVERLAY			
551-721-3359	PREPARE A STRIP MAP			
071-326-5770	PREPARE A PLATOON SECTOR SKETCH			
051-192-4053	SUPERVISE MINEFIELD BREACHING OPERATIONS			
071-326-3013	CONDUCT A TACTICAL ROAD MARCH			
071-326-5630	CONDUCT MOVEMENT TECHNIQUES BY A PLATOON			
071-326-5775	COORDINATE WITH AN ADJACENT PLATOON			
071-326-5805	CONDUCT A ROUTE RECONNAISSANCE MISSION			
071-332-5000	PREPARE AN OPERATION OVERLAY			
071-430-0006	CONDUCT A DEFENSE BY A PLATOON			
071-430-0007	CONSOLIDATE A PLATOON FOLLOWING ENEMY CONTACT WHILE IN THE DEFENSE			
071-430-0008	REORGANIZE A PLATOON FOLLOWING ENEMY CONTACT WHILE IN THE DEFENSE			
081-831-0102	SUPERVISE UNIT PREVENTIVE MEDICINE AND FIELD SANITATION PROCEDURES			
113-573-0002	CONDUCT OPERATIONS SECURITY (OPSEC) PROCEDURES			
191-379-4450	SUPERVISE HANDLING OF ENEMY PERSONNEL AND EQUIPMENT AT UNIT LEVEL			
301-337-6001	PROCESS CAPTURED MATERIAL			
551-721-4326	PERFORM DUTIES AS CONVOY COMMANDER			

