

Training
UNITED STATES ARMY RESERVE
COMPANY COMMANDER'S HANDBOOK

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Chapter 1 General

1-1. Purpose

This handbook provides you, as newly selected Reserve company commanders, with a variety of tips on the various facets of command, from pre-command joint property inventory to current special interest items. These tips are designed to serve as a springboard to help you to develop planning, management, and leadership techniques. This handbook is a guide for you to build on and to tailor to your unique command needs. Your goal is to promote a command environment where subordinates are inspired with feelings of trust, confidence, loyalty, and commitment to every required peacetime or wartime task.

1-2. References

Related publications are listed in appendix A.

1-3. Explanation of abbreviations

Abbreviations used in this pamphlet are explained in the glossary.

1-4. Introduction

a. We prepared this handbook to help you, as USAR company/detachment commanders, function successfully. It provides guidelines, suggestions, helpful hints, and references. It provides information covering a wide range of USAR topics-information basic to the duties of a USAR company/detachment commander.

b. The task of a commander is to continually improve the capability of his/her unit to perform its mobilization mission. He/she will have to lead people and manage the resources of time and material to effectively accomplish the mission. It is a challenging and rewarding job.

c. The success of the unit depends upon the commander more than any other single factor. This handbook prepares the commander to perform his/her duties. We designed it to use it in conjunction with the other publications listed as references. The references will provide the specifics on completing premobilization tasks. These resources will help make those tasks easier, and they will serve as references in the future.

1-5. So you want to command?

a. We hear many officers say, "I'd do anything to get a command." If you are one of these, do you really mean it? Are you suited for command? Have you really considered what having a command entails? What are your answers to the following questions?

(1) Are you willing to take the hard knocks that come from carrying responsibility for the failure of your subordinates?

(2) Can you juggle, at the same time, all the balls of training, maintenance, tests, administration, inspections, communications, mess operations, supply, athletics, marksmanship, discipline, public relations, without dropping any of them?

(3) Are you able to do many things "concurrently," or are you a "consecutive doer"? Can you manage a complex job?

(4) Can you receive and carry out orders? Are you a good "follower" as well as a "leader"?

(5) Can you stand tough competition from like-units in your outfit and still retain a spirit of cooperation and teamwork with them?

(6) Are you physically and emotionally fit to carry the load?

(7) Do you have the courage to make and stand by tough decisions?

(8) Are you still enthusiastic and cheerful when confronted with seemingly impossible tasks to be performed with inadequate means?

(9) Are you willing to take responsibility yourself when things go wrong in your unit and correct a bad situation rather than blame it on the staff, a higher headquarters, or a subordinate?

(10) Are you willing to do your best with "what you have" even though it apparently is inadequate?

(11) Are you confident you can produce a superior unit with the ordinary run of manpower? Can you inspire personnel to produce outstanding accomplishments?

(12) As a citizen soldier, are you ready to commit yourself and your family to the standards noted above?

b. If your answer to each of these questions is "Yes," you should fight to get a command. And, if you hear an officer say "I want a command," you should confront him or her with these questions. If they answer "Yes," they are undoubtedly sincere and you should make every effort to see that he or she gets a command. No assignment will ever give greater satisfaction or enable an officer to contribute more to the Army and our country.

Chapter 2 Command Management

2-1. General

You, the commander, set the standard for the unit. Your attitude about yourself and your responsibility impacts on those around you. From the assumption of command to the final day, you are the center of attention. You alone command the unit. This section provides guidance on handling many of your wide range of responsibilities.

2-2. Assumption of command

Listed below are a few guidelines a new commander needs to keep in mind:

a. Execute assumption of command memorandum.

b. Execute change of command ceremony.

c. Talk with the outgoing commander to determine the status of--

(1) Pending reports and suspense actions.

(2) Major upcoming events.

(3) Operational readiness.

(4) Mobilization requirements.

- (5) Unit files, records, classified documents.
- (6) Unit strengths and weaknesses, including key personnel.
- d. Conduct joint inventory of all property. Don't sign for anything not physically present.
- e. Talk with your next higher commander, your supervisor. Get guidance, policies, and priorities. Initiate DA Form 67-8-1.
- f. Be aware command responsibilities include--
 - (1) Table(s) of organization and equipment (TOE) mission.
 - (2) Organizational records.
 - (3) Classified documents.
 - (4) Unit property.
- g. Study higher headquarters reports; e.g., Inspector General/Command Readiness Inspections (IG/CRI), annual training (AT) Evaluations, Army Training and Evaluation Program (ARTEP) results, and Inactive Duty Training (IDT) Evaluations. Use these as indicators of conditions in your unit.
- h. Study the Standing Operating Procedures (SOPs).
- i. Verify personnel figures by name on U.S. Army Reserve Component Unit Record of Reserve Training (DA Form 1379).
- j. Know the unit's attendance and personnel retention records.
- k. Be aware that success depends upon good communication:
 - (1) Build good working relationships with FTS personnel.
 - (2) Talk to the entire unit at one time. Tell them what to expect.
 - (3) Talk with officers, NCOs, and technicians. Find out from them what they perceive their jobs to be.
 - (4) Talk with higher level staff; ask how you can help and seek their assistance.
 - (5) Listen.

2-3. Commanding a unit

- a. COMMAND may be defined as the authority over subordinates by virtue of rank and assignment or position. A successful command, though, has more than authority going for it. It has a philosophy; a vision. It has a vision of what it wants to be--articulated well enough for every member to understand how to conduct business. A command philosophy should show authority and--
 - (1) Encourage initiative.
 - (2) State goals and objectives.
 - (3) Specify priorities.
 - (4) Be honest and correct.
 - (5) Be fair and just.
- b. Commanding is a process of establishing and attaining objectives. The responsibilities consist of planning, organizing, directing, coordinating, controlling and evaluating the use of people, time, money and material to accomplish the missions and tasks. To help accomplish the mission:
 - (1) Take notes; the duller pencil is better than the sharpest memory.

- (2) Survey functional areas (personnel, administration, training and operations, maintenance and supply).
- (3) Use formal and informal reports.
- (4) Know traditional leadership indicators (see para 2-4c below).
- (5) Inventory and isolate both strong and weak areas.
 - (6) Use Readiness Group branch assistance teams.
 - (7) Develop a comprehensive mission/task list.
 - (8) Develop a mission essential task list.
 - (9) Initiate an organizational profile (personnel turbulence, MOS qualifications, MOS mismatches).
- c. Planning hints:
 - (1) Be quiet, watch, and listen.
 - (2) Relate to reality with a simple, workable plan.
 - (3) Recognize and establish priorities.
 - (4) Plan ahead. Warn ahead.
 - (5) Establish objectives but remain flexible.
 - (6) Set standards. Communicate them.
 - (7) Install controls to monitor progress; watch for variances.
- d. Organizing hints:
 - (1) Follow the chain-of-command.
 - (2) Develop potential leaders within the chain-of-command.
 - (3) Define the roles and functions of key subordinates.
 - (4) Train subordinates. Allow them to make mistakes; then constructively critique. Conduct AARs.
 - (5) Use common sense.
- e. Directing and coordinating hints:
 - (1) Make it happen: set the pace; lead by example.
 - (2) Be flexible; do not over-control.
 - (3) Keep a daily action list. Supervise.
 - (4) Follow through; make coordinating a theme.
- f. Controlling and evaluating hints:
 - (1) Spot check; correct the problems; forgive honest mistakes.
 - (2) Recognize the good and reward those who make it so.
 - (3) Make maximum, efficient use of reports.

2-4. Actually leading

- Leadership is what gets things done in an organization. It is the process of influencing and directing troops in such a way as to obtain their willing obedience, confidence, respect, and loyal cooperation in accomplishing the mission.
- a. Leadership involves you, the commander, and the troops. As the commander, you should--
 - (1) Work to further subordinates' development.
 - (2) Explain policies and standards.
 - (3) Keep everyone informed.
 - (4) Motivate with enthusiasm.
 - (5) Grant recognition for a job well done.
 - (6) Observe the unit before making a major change.
 - (7) Evaluate leadership problems, morale, and weaknesses of subordinate leaders.

b. Leadership by performance. As the commander, you should--

- (1) Lead by example.
- (2) Display integrity.
- (3) Treat everyone as a professional.
- (4) Plan a program of training.
- (5) Set and enforce performance standards.
- (6) Listen to subordinates' advice.
- (7) Give subordinates authority; support them.
- (8) Consider capabilities when making demands.
- (9) Know each person; express genuine interest.

c. Leadership Indicators: Morale, Esprit de Corps, Discipline, and Proficiency. These are evidenced by the following:

- (1) Appearance and courtesy.
- (2) Attendance rates/absent without leave (AWOL) rates.
- (3) Care of equipment.
- (4) Community relations.
- (5) Messing, facility, and living area conditions.
- (6) Unit administration.
- (7) Personal hygiene.
- (8) Awards.
- (9) Punishments.
- (10) Retention rates.
- (11) Mission efficiency.
- (12) Spirit of teamwork and belonging.

[**NOTE.** See FORSCOM Pam 600-7.]

2-5. The commander as counselor

a. Counseling is giving advice or instruction to direct the judgment or conduct of another by an interchange of opinions. Counseling ranges from "a pat on the back" to a "chewing out." Use counseling for fact-finding, informing, opinion altering, airing of feelings, and modifying behavior. Counseling may be necessary because of unsatisfactory performance or personal problems. Gain knowledge about each individual. Keep a record of all counseling sessions and give troublesome individuals a chance to shape up and change undesirable work habits. Provide specific directions. Do not neglect specific, honest, and genuine praise. Maintain an open-door policy. Use individual sessions or group counseling. Respect the confidences expressed to you.

b. Use support from these other sources:

- (1) Subordinate leaders.
- (2) Chaplain.
- (3) Red Cross.
- (4) Community services.
- (5) Army Medical Department (AMEDD) personnel.
- (6) Social workers.
- (7) Equal Opportunity Advisers.
- (8) Inspector General.
- (9) Other specialists.

[**NOTE:** Discipline of a civilian employee is governed by both DA and the Office of Personnel Management (OPM) regulations. Contact your servicing Civilian Personnel

Office for assistance. Discipline of military personnel depends on their status, such as FTS or USAR, on AD, ADT, or IDT. The DA Pam 27-50-135 contains information regarding USAR enlisted members. Contact your Staff Judge Advocate for assistance.]

2-6. Relating to people

The Army's policy is to provide equal opportunity and treatment for all members. Ensure that every individual in your unit is treated fairly and with respect. To better comply with policy when you make assignments, make them according to unit needs and individual capabilities. Be sure to explain the nature, importance, and reasons for the assignments to the individual. Additional points to consider:

- a. See that all members are adequately trained.
- b. Schedule training which is directly related to the development or improvement of skills needed to accomplish the military mission.
- c. Give your personnel the opportunity to attend worship services to practice the tenets of their faith.
- d. Avoid anything that could be interpreted as unfair treatment or harassment.

2-7. Measure your progress

a. Inspections/Staff Visits. These visits are made to identify or recommend methods and means of improving noted variances. Inspections, evaluations, and assistance visits identify noncompliance with current policy and procedures and teach your people the correct methods and practices. They also help identify the systemic ("too tough to handle") problems that may be traced to higher headquarters. The Chief of Staff of the Army (CSA) has emphasized the importance of the chain-of-command in conducting inspections, specifically in the areas of training, maintaining, leading, and caring. These are especially important in today's Army. The CSA encourages commanders at all levels to get more directly involved with their troops through command inspections, with company and battalion commanders leading the way. However, the frequency of inspections and staff visits should be held to the minimum necessary; they should complement each other and clearly support mission accomplishment.

b. Command inspections:

- (1) Should be general in nature, taking into consideration the CSA's guidance, but they may address specific areas if desired.
- (2) Formal Inspections. Advance notice with pertinent information (date, time, location, uniform, etc.). Give the unit time to prepare.
- (3) Informal Inspections. No notice, any time; walk through and observe. See how the unit really "does business."
- (4) Plan inspections thoroughly, especially your part.
- (5) Conduct inspections fairly and thoroughly. Be tough but consistent.
- (6) Call it as you see it; commend the troops, but don't hesitate to make on-the-spot corrections.

(7) Follow-up. Require corrections, but allow a reasonable time for them to be made.

(8) Use inspection results to make your unit better. Inspections for inspections' sake waste your time and your troops' time; inspections should benefit everyone.

c. Inspector General (IG). The IG, a member of your personal staff, holds a position of extraordinary trust and confidence. However, no secrecy or cover up should be construed in this relationship. Rather, units should consider the IG to be an extension of your eyes, ears, voice, and conscience. The IG's mission is to assess and report, in an unbiased and objective manner, on all aspects of mission performance, readiness, resources, economy, efficiency, discipline, morale, and esprit de corps of the command.

(1) The IG inspects your unit to see if it is in compliance with existing policies and procedures directed by higher headquarters. But, more importantly, the IG is there to assist and to teach.

(2) The IGs at all headquarters (HQDA, FORSCOM, USARC, CONUSA, MSC, etc.) inspect USAR units. They conduct general, special, functional, technical, and follow-up inspections. Some CONUSA commanders have augmented their IGs with experts in training, logistics, and other functional areas. Their IGs conduct a single integrated general inspection called a Command Readiness Inspection (CRI).

(3) Using inspection results competitively or comparatively is diametrically opposed to the purpose of the IG system. They are not designed to reward or penalize units or individuals. In fact, AR 20-1 specifically prohibits the use, in any manner, of IG inspection results to determine unit competition awards or to compare units and organizations.

(4) The IG also conducts investigations and inquiries and assists soldiers with a myriad of individual problems that usually can't be handled through normal channels.

d. Your role in an IG inspection.

(1) Do not "prepare" extensively just for the IG inspection. Your unit should be ready for an IG inspection at any time, just as it should be ready to go to war at any time. "Preparation for an IG Inspection" is not a valid training schedule item.

(2) The IG is not interested in whitewash, new paint on everything, or excessive "spit and polish." Don't have "GI parties", remake all the records, or require other "make-work" efforts. However, if a weapon doesn't work or required records are nonexistent, the IG will want to know why (and so should you).

(3) Ensure all of your people are aware of the inspection and that they have the right to present any complaint or request for assistance to the IG.

(4) Have qualified, trained, and knowledgeable people responsible for their specific functional areas available during the inspection and for the exit briefing.

(5) The IG may be there to check on your unit for your higher headquarters' commander, but the IG is also there to help you.

(6) Use the results of IG inspections to better accomplish your mission, not to better "prepare" for the next inspection. An IG inspection is a management tool; not an end in itself or a method to reward or penalize units or individuals. The objective is not to "pass" the IG inspection but to use the results obtained from it as an indicator of your unit's capability to go to war and win.

e. Internal Review (IR). Commanders at FORSCOM, USARC, and MSC have IR offices in their headquarters to provide a professional auditing service for the command.

(1) The IR office conducts internal audits to assist in accomplishing the unit's mission and in safeguarding, accounting for, and ensuring the proper use of resources. This office also serves as the focal point for all auditors external to the command, such as the General Accounting Office (GAO) and the U.S. Army Audit Agency (USAAA). The IR performs audit follow-up and tracking of management actions to correct problems identified in internal and external audit reports.

(2) Your role as the commander during audits is to coordinate with higher headquarters when external auditors arrive in your command, verify their identity and authority to conduct audit work, and to make all applicable accounts, books, records, documents, and papers available for examination by authorized auditors.

(3) Additional information is available in AR 11-7, AR 36-2, and AR 36-5.

2-8. Evaluations

a. All ARTEP, AT, and IDT evaluations of USAR units are conducted by various elements in the FORSCOM and USARC command, control, and supervision structure. Use the feedback from evaluations to make corrections to unit training programs so required leader, individual, and collective task proficiency can be improved and sustained. Evaluators also provide assistance and advice by giving unit commanders the benefit of their knowledge, expertise, and experience.

b. The Command Logistics Review Program (CLRP) is part of the Army's Logistics Readiness Program. It is an assessment and assistance program which reviews unit and installation logistics operations. Its purpose is to identify and resolve problems adversely affecting readiness and logistics postures. Three types of CLRP Teams conduct the reviews:

(1) Command Logistics Review Team (CLRT).

(2) Command Logistics Review Team-Expanded (CLRTX).

(3) Command Logistics Review Program-Special Projects Team (CLRP-SPT).

c. Aviation Resource Management Surveys (ARMS) are HQDA-directed evaluations of USAR aviation units which assess the management of aviation-unique functional areas and programs, identify areas requiring additional emphasis, and provide staff assistance as necessary. All USAR aviation units can expect a regularly scheduled FORSCOM, USARC or CONUSA ARMS at least every 24 months. Regularly scheduled ARMS may be supplemented by no-notice ARMS. In some CONUSAs, the ARMS serves as

the CONUSA General Inspection, conducted in lieu of an IG General Inspection. The ARMS report consists of--

- (1) A transmittal document summarizing the evaluations assigned, commendable items, recurring deficiencies from prior ARMS, and items requiring command emphasis.
- (2) A formal report addressing each functional area surveyed with commendations, deficiencies, and recommendations; other comments and observations may be included.
- (3) An enclosure with copies of all flight evaluation grade reports.

2-9. Assistance visits

a. Readiness Groups (RGs) and Aviation Readiness Groups (ARGs) are Active Component (AC) organizations, subordinate to a CONUSA, who provide external assistance and advice to Army Reserve and National Guard units. They are described in more detail in chapter 5, paragraph 5-13a and b. Their function is to provide operational, administrative, training, logistical, and technical assistance. They provide liaison to CONUSA, FORSCOM, other MACOM, and HQDA.

b. The RG and Aviation Readiness Group (ARG) team visits usually generate a "trip report" detailing their activities. You will receive a copy, along with the CONUSA, and the full-time support personnel. You may also request specific RG and ARG assistance through your chain-of-command.

Chapter 3

Personnel and Administration

3-1. Scope

As commander, you must care for any people assigned to your unit, whether military or civilian. Their records, pay, and morale are important. To a large extent, their morale will determine the effectiveness of the unit. This section describes those matters of personnel and administration that affect unit readiness. Both military and civilian matters need attention. The fact that they intermingle may provide some of the most challenging management opportunities. Work at it. Your efforts will really pay off.

3-2. Civilian job requirements and employee protection for reservists

Most reservists need leave from their civilian employment for part or all of their IDT or AT, so plan training to avoid last minute changes. Tell reservists to keep their employers informed about conflicts between their reserve duty and regular work. Absences from employment require adjustments by both the reservist and the employer. Private employers, for example, are not required to pay employees for time off for military training. Enhance employer-reservist relationships by giving employers information about the reserve. Read USARC Regulation 140-6. It provides guidance for the Employer Support

Program, and it has a toll free number to contact the National Committee for Employer Support of the Guard (NCESGR) and Reserve. General recommendations are as follows:

- a. Ensure that employer support of your soldiers is recognized through the NCESGR 'My Boss is a Pro' awards program and through local initiatives.
- b. Brief unit members on civilian job requirements and reemployment rights annually.
- c. Learn the legal obligations and specific state laws which implement the federal statute.
- d. Contact local employers on behalf of your unit members, should any problems arise.
- e. Maintain a relationship with the state employer support committee and support their efforts on behalf of the soldiers in your unit.

3-3. Retention and recruiting support

Turnover is disruptive; much is lost when trained people leave the unit. If skilled individuals leave, you have to replace them with the people available to you. Often this means you will have to train new people to do the jobs. Have NCOs, officers, and technicians work together to retain good personnel.

- a. Building a quality training program and using soldiers effectively during IDT and AT reduces turnover.
- b. Select, appoint, and train a unit retention manager.
- c. Prepare and revise annually a Unit Strength Maintenance SOP. It should include the following:
 - (1) Commander's orientation.
 - (2) Schedule for retention/reenlistment interviews.
 - (3) Duties of a unit retention manager.
 - (4) Unit referral program.
 - (5) Unit enlisted promotion and transfer policies.
 - (6) Guidance on immediate reenlistment/extension; bars to reenlistment; and Selected Reserve Incentive Program (SRIP) eligibility.
 - (7) Programs to encourage both family and employer support.
- d. Establish a sponsorship program for new personnel.
- e. Report all recruitable vacancies to the MSC strength management office for advertisement on the USAR Recruit Quota System (REQUEST). Use REQUEST reservation information received from your MSC strength management office to determine pending gains for sponsorship programs.
- f. Know your responsibilities and those of the U.S. Army Recruiting Command (USAREC) for processing applicants for enlistment and transfer into reserve units.
- g. Establish and maintain liaison with the supporting recruiting battalion.
- h. Know the current monetary incentives offered for enlistment and reenlistment under the SRIP.
- i. Ensure soldiers know about the MSC Transfer Program; contact the MSC transfer agent at the MSC strength management office to assist in transfers.
- j. Identify unit members qualified to serve in strength management efforts.

3-4. Full-time support (FTS)

a. As the commander, your special staff includes those FTS personnel who maintain the unit in the commander's absence. The FTS personnel do most of the unit's day-to-day administrative workload, including schedules, thus freeing drill time for essential training within the unit. Various terms describe the FTS function in the Reserve program; a few of those most pertinent to unit level operations are defined below.

(1) Full-Time Support (FTS). An "umbrella" term encompassing all personnel who work full-time to provide support to the USAR. The FTS personnel may be Active Guard/Reserve (AGR), AC, or DOD civilian employees.

(2) Full-Time Unit Support (FTUS). An FTS category which includes Full-Time Manning (FTM) personnel and technicians/ unit administrators. These personnel may be AGR or Army reserve technicians (ARTs); i.e., dual status civilians.

(3) Full-Time Augmentation Support (FTAS). An FTS category consisting of personnel without USAR status. At unit level, this includes Status Quo Technicians, and most GS-3/GS-4 clerk-typists. Senior Army Advisers (SRAA) and many installation and higher headquarters' personnel are also included in this category.

(4) Full-Time Manning (FTM). A category of FTUS consisting of either AC or AGR personnel aligned against a slot on your manning table.

b. Most FTUS personnel, except those employed above MSC, are mobilization assets. Unit administrators, both AGR and civilian ARTs, and all FTM personnel mobilize with their assigned USAR unit. The ART personnel, however, do not mobilize with your unit if not assigned to it in a reserve capacity. You should know whether your unit's FTUS personnel are mobilization assets of your unit or of another unit.

c. The Office of Personnel Management (OPM) and Department of the Army Regulations govern the selection, reassignment, discipline, training, and promotion of civilian personnel. (Also see Total Army Performance Evaluation System (TAPES) in chapter 13 of this handbook.)

d. Some additional points to remember about FTS personnel: Use FTUS personnel as trainers in TOE/TDA positions. Counsel FTS personnel. Review job descriptions. Render annual performance ratings for FTS personnel and reward them accordingly. Support requests for schooling.

3-5. Personnel management

a. People-managing in a unit must be done effectively and wisely to have a successful command; i.e., administering such things as MOS classification, assignments, evaluations, transfers, promotions, reductions, reclassifications, and separations.

(1) Ensure that unit members are assigned to duty positions for which they meet (or can eventually meet) the MOS prerequisites. Request a timely award of the MOS once all requirements have been met.

(2) Implement an Individual Training and Evaluation Program (ITEP).

(3) Ensure prompt and accurate submission of MOS qualification data reports.

(4) Monitor assigned officers'/NCOs' continued progression in career development schools.

(5) Ensure that all personnel are familiar with USAR requirements for promotion.

(6) Brief new reservists on their obligation. Ensure they do not attend training assemblies or annual training without assignment orders.

(7) Keep the Unit Manning Report (UMR) current. Monitor reserve participation.

(8) Ensure unsatisfactory participants are properly removed from the unit so that better quality soldiers may be recruited.

(9) Forward personnel records of officers and senior enlisted eligible for promotion to appropriate promotion boards in a timely manner. Ensure all requirements for boards are met and packets are complete.

(10) Communicate with the Major U.S. Army Reserve Command (MSC) Officer Personnel Management System (OPMS) coordinator.

(11) Develop and publish NCOER and OER rating schemes by name.

(12) Establish procedures for timely submission of evaluation reports.

(13) Ensure timely submission of personnel requisitions with a complete description of position requirements.

(14) Ensure timely submission of personnel discharge/expiration of term of service (ETS) actions.

(15) Advise all personnel of military education opportunities, schools, correspondence courses, residence courses.

(16) Require each unit member to review his/her or her Military Personnel Records Jacket (MPRJ; 201 file), Finance Record, DA Form 2 (Personnel Qualification Record), and Personnel Mobilization Packets (PMP), annually.

(17) Be sure that individual 201 files are maintained and that statements for personnel completing 20 years of satisfactory service are forwarded to Army Personnel Center (ARPERCEN) for preparation of their 20-year letter.

b. The physical well-being of all assigned soldiers is critical to your unit's performance of its mission. Although you do not have access to soldiers' medical records, you can appoint a Unit Medical Records Custodian. The custodian can provide you with rosters covering dates of last physical, date of HIV test, date of panograph, shot records, and requirements for optical inserts.

(1) Ensure that soldiers stay current in completing physical exam and panographic X-ray requirements (AR 40-501).

(2) Ensure adequate time is scheduled for required HIV testing and education for your soldiers (AR 600-110).

(3) Require each soldier to review and keep current medical and dental records to include immunizations during yearly Personal Mobilization File reviews (FORSCOM Reg 500-3-3, Vol. III).

(4) Request assistance from U. S. Army Medical Command (USAMEDCOM) for medical records administration and health counseling for soldiers.

3-6. Unit administration

Proper administration of unit records is vital to the success of the unit. The paperwork of the company must be timely and accurate. Duty rosters, pay mistakes, and missed promotion opportunities cause most complaints. Even though the unit technician, clerk, first sergeant, and executive officer perform administrative actions, they must be supervised.

3-7. Record of Attendance and Status (DA Form 1379)

The DA Form 1379, U.S. Army Reserve Components Unit Record of Reserve Training, is an important form you will sign as the commander. It is the primary document for reporting unit level events. This form is the official record of personnel attendance and status. When you sign the DA Form 1379, you are certifying the accuracy of the information. It is the only form which relates in a single source document exactly how your unit performed for both IDT and ADT/AT within the reporting period. It is a record of all authorized training except attachment to another unit for administration and training for periods of 90 days or more. Other points about the DA Form 1379 are as follows:

- a. It is the source document for auditing reserve component pay.
- b. It is the record of attendance of attached and assigned personnel.
- c. It determines eligibility for line of duty (LOD) benefits.
- d. It is the permanent record of retirement points earned.
- e. It is the basic report for monthly status of USAR troop program unit (TPU) personnel.
- f. It is the unit training historical record; record all regularly scheduled training (RST) performed.
- g. It is the annual training (AT) attendance record.
- h. Use DA Form 1380 to support individual IDT.
- i. Submit requests for man-day space on DA Form 1058 or other MSC authorized 1058s.

3-8. Participation points

You should have a working knowledge of the participation points system. Unit members look to you to explain how they may earn points and how the system works. Participation points are used to validate the military activities that support the retirement system. Review the information below so that you can convey the basics of the system to your unit members.

- a. **Active.** One participation point for each day of active duty. Any ADT, ADSW, and AT are all credited in this category.
- b. **Inactive.** Earned from several sources:
 - (1) Membership. Fifteen participation points per retirement year.
 - (2) IDT. One participation point for each Unit Training Assembly (UTA), Additional Training Assembly

(ATA), or Readiness Management Assembly (RMA) performed.

(3) Correspondence course completion. One participation point for each 3-hour correspondence course completed.

(4) See Table 2-1, AR 140-185 for additional ways to earn participation points.

c. Members must earn a minimum of 50 participation points (from all sources) during their retirement year (from retirement year ending (RYE) date to RYE date) for that year to be a creditable retirement year. A soldier who attends 48 IDT periods in the retirement year receives 63 inactive duty points (48 + 15 for membership), but only 60 of those IDT points can be credited for retired pay. Nevertheless, record all IDT points earned.

3-9. Correspondence

Your professionalism is reflected by the way you write. For standardization, military writing follows a set pattern.

- a. Use the formal memorandum for correspondence between military organizations.
- b. Use the informal memorandum for correspondence within military organizations.
- c. Use the endorsement for a reply added to a memorandum.
- d. Use the nonmilitary style for correspondence with civilians, civilian agencies, and other government agencies.
- e. Use the letter for official business with all non-DOD, with DOD civilians, and with military members addressed by name.

3-10. Mail

The mail must go through! Since the days of the Pony Express, mail has been a high priority item. It still is.

- a. During AT, mail service is required to ensure that mail is received and dispatched promptly and efficiently.
- b. Appoint a postal officer on a memorandum.
- c. Appoint a unit mail clerk and alternate on DD Form 285. Check "Official All" and "Personal All" in block 9 of the DD Form 285.
- d. Make provisions for the use of a government vehicle.
- e. Maintain change of address forms.

3-11. Publications

Having the proper publication may be critical when detailed information is needed. The right Army Regulation, Technical or Field Manual, or other publication may be vital.

- a. Appoint your unit's publication control officer. This will be the unit's central POC for ordering publications and forms.
- b. Ensure that missing publications are requisitioned.
- c. Establish and maintain publication accounts with:
 - (1) U.S. Army Publication Distribution Center, Baltimore, MD.
 - (a) Stay current: Use DA Pam 25-30 regularly.
 - (b) Know DA Pam 310-10 procedures on the Publication Distribution System.
 - (c) Review the DA Form 12 series yearly.
 - (2) U.S. Army Reserve Command, Atlanta, GA

- (a) To obtain USARC & FORSCOM publications and forms.
- (b) Follow procedures in USARC Pam 25-30 and FORSCOM Pam 25-30.
- (3) Your supporting publications/forms stockroom to requisition DA, DD, and SF blank forms.
- d. Maintain the supply of forms needed for mobilization (FORSCOM Reg 500-3-3, RC Unit Commander's Handbook (RCUCH), Annex I).

3-12. Pay administration

- a. As a unit commander, you must be involved with the payment of soldiers assigned to your unit. This involvement affirms your role as a commander. Pay impacts on retention, as well as the morale of soldiers, and both can deter a unit's ability to train and mobilize.
- b. Every MSC has a pay point of contact. This staff section is normally part of the Office of the Deputy Chief of Staff, Resource Management or Deputy Chief of Staff, Comptroller (DCSRM/DCSCOMPT). Each pay POC is responsible for reserve pay management within the MSC. This includes coordinating pay problem resolution with each Reserve Component Pay Support Office (RCPSO) and fielding new pay systems within the command. You should not accept poor pay service. You should ensure your MSC pay POC knows about and is acting on pay problems that are over 30 days old.
- c. The Unit Commander's Pay Management Report is produced monthly by Defense Finance and Accounting Office-Indianapolis (DFAS-IN) and mailed directly to units from files maintained in the Defense Joint Military Pay System - Reserve Component (DJMS-RC) database. The information is provided to assist commanders in monitoring reserve pay. The report contains six sections.
 - (1) Section 1 - Status Data. This contains administrative data for each soldier in your unit.
 - (2) Section 2 - Drill Authorization/Performance Data. Drill authorization limitations by type for each soldier and performance data for the current month and the total for the fiscal year (FY).
 - (3) Section 3 - Bonus Payment Data. This is a list of bonus payment data for each soldier, by name, in your unit.
 - (4) Section 4 - Reenlistment Data. This is a list of the soldiers who are due to separate within the 2 months following the current month reported.
 - (5) Section 5 - Collection Data. This identifies any collection actions that have appeared on DJMS-RC during the current month.
 - (6) Command Actions - Validate Pay Status. This section identifies accounts for which drills have not been reported that have been on the system in an active pay status for 3 consecutive months. This section identifies unsatisfactory IDT participants.
- d. The USARC Electronic Bulletin Board System (BBS). Use the BBS to communicate with your MSC point of contact. You can send detailed messages outlining specific pay problems in need of resolution. The USARC BBS Manual explains how to set up and use the USARC -

F&A BBS for RPA users. The manual includes instructions on initial set-up, dialing the BBS, obtaining access, reading messages, writing messages, enclosing files, and exiting the BBS.

- e. You should monitor status of the following:
 - (1) Ensure all soldiers have valid Personal Financial Records (PFR). The PFR should contain pay documents outlined in AR 37-104-10 and USARC Pam 37-1.
 - (2) Ensure use of rescheduled training to increase flexibility in scheduled training activities that directly affect the unit's training status (see AR 140-1).
 - (3) Ensure that Automated Drill Attendance Reporting Software (ADARS) sign-in and sign-out procedures comply with appendix J, USARC Pam 37-1. As commanders, you may delegate this responsibility to others by memorandum. You are responsible for the security of the ADARS system.
 - (4) Ensure certification of duty performance following completion of all soldier's duty. You will find instructions in USARC Pam 37-1.
 - (5) Ensure soldiers are paid accurately and on time. Occasionally, soldiers are paid for duty not performed and, in some cases, not paid for duty that they do perform.
 - (6) Ensure soldiers do not exceed their annual drill limits. Prior approval by OCAR is required to exceed drill limits.
 - (7) Ensure authentication of entitlements to Basic Allowance for Quarters (BAQ) by the unit. You may have soldiers receiving BAQ entitlements who are not entitled, or they may be entitled and not receiving them. Review source documents that support BAQ entitlements.
 - (8) Ensure all soldiers entitled to SRIP bonuses are receiving pay in the manner prescribed by AR 135-7. The USAR troop program units have many pay problems associated with SRIP.
 - (9) Ensure your unit pay administrator performs a monthly review of the UH022-2405 History Report. This report replaces the unit copy of soldier's LES. These monthly reviews ensure accuracy of the soldier's master military pay account.

3-13. Military orders

Everybody gets orders in the military. Formal orders provide the authority to act. We are moved from place to place, given new positions, promoted or reduced with orders. Some points to remember about orders are as follows:

- a. Permanent orders. Used for unit organization, reorganization, and awards actions.
- b. Orders. Used for promotion, some personnel actions, separations, travel (AT), and man-day spaces.
- c. Informal memorandum. Used for additional duties and similar unit assignments.

3-14. Modern Army Recordkeeping System (MARKS)

Knowing how to find documents in the company files is important. The MARKS defines how to organize files and provides uniformity. Review AR 25-400-2 to learn how this

standard filing system works. Some additional points are as follows:

- a. The Records Management Officer (RMO) must establish and approve a file plan.
- b. Become familiar with the unit filing system. Ensure that records are filed accurately and are current. Know how to dispose of records. Some records are retired; others may be destroyed.

3-15. Unit Morale, Welfare, and Recreational (MWR) Support Fund

Proper handling of the unit MWR funds is an essential issue as nonappropriated fund (NAF) support broadens. U.S. Army Forces Command, AFPI-CFN, provides AT and FTS dividends. Funding in support of Family Support Volunteers is filtered through U.S. Army Forces Command, the USARC, and your local MSC. Additional NAF funding may be present depending upon location and other circumstances.

a. The general rule is that units should use MWR NAF funds for the benefit of the unit as a whole. Use may be expanded to personnel of other units or service branches, should they be responsible for generating the NAF funds provided to your unit.

b. Appoint a unit fund council consisting of a council recorder, a fund custodian, and at least two other members representative of the unit composition. Be sure that you know the correct procedures to request funds, and operate the fund according to guidance in AR 215-1 and AR 215-5.

3-16. Awards and decorations

Recognition of a job well done is always a great motivator. Develop an early, consistent program recognizing excellence. Use certificates and letters of commendation and appreciation.

a. Start a USAR Awards Program; exercise good judgment to preserve the dignity and prestige of awards.

b. Ensure prompt awarding of the Army Reserve Components Achievement Medal (ARCAM) and Armed Forces Reserve Medal (AFRM).

3-17. Duty roster

The first sergeant maintains the duty rosters, DA Form 6, to ensure equal distribution of duty tasks. There are separate rosters for each duty such as meal headcount or CQ. Carry AT duty rosters forward to the next AT period to ensure the same personnel do not always get the first rostered duty each succeeding AT.

3-18. Casualty reporting

Correct and timely reporting of information concerning any injury or death is important to the soldier's family. Family member notification, pay and benefits, and proper medical care could be affected.

a. Understand your responsibility as the commander and follow procedures in paragraph 9-4b if a member of your unit becomes a casualty. These may include initiation of LOD investigations.

b. Coordinate in advance with the casualty processing office at the AT site (normally the installation Adjutant or Adjutant General) to learn procedures for handling casualties enroute to or from the AT site.

3-19. Media relations, command information, and community relations

a. Media relations.

(1) Appoint a Unit Public Affairs Representative (UPAR) for your unit and give the UPAR the time and assets to execute your Public Affairs (PA) program.

(2) Establish a working relationship with your local newspapers, radio, and television stations.

(3) Ensure preparation of news releases about all significant individual soldier and unit accomplishments. When possible, provide black and white photographs.

(4) When the situation permits, invite local media to cover unit events at home station, during field training exercises, and at AT.

(5) When in doubt, contact your MSC Public Affairs Officer for guidance and assistance. The Public Affairs (PA) office or detachment journalists and broadcast journalists can provide print, photographic, and audio-visual support to major activities and events.

b. Command information (CI).

(1) Establish effective communications within your unit. Creating a climate of understanding will help motivate each member to achieve the highest levels of performance. Use face-to-face communications with the troops through an organized Commander's Call or at unit formations and scheduled orientations. Invite family members and keep them advised of unit activities.

(2) Post information on a unit bulletin board. Use photographs of individuals and action shots of training during IDT and AT periods. Position bulletin boards in clear view, preferably near the entrance of the reserve center. Update the bulletin board periodically.

(3) Develop a unit newsletter (in accordance with AR 360-81) to forward with training schedules, Leave and Earnings Statements (LES), and other materials to the soldier at home. In accordance with AR 360-81, your UPAR should be able to develop an interesting newsletter that can be reproduced locally.

c. Community relations.

(1) Ensure your unit has a community relations plan and execute the program.

(2) Inform the community of the value and purpose of your unit.

(3) Support speaking engagements by your personnel in the community (social, civic, or government organizations).

(4) Hold frequent public events, such as open house, family and employer days, etc.

(5) Support community events on national holidays such as Armed Forces Day, Memorial Day, etc. Provide color guards, marching units and equipment displays when appropriate.

(6) Coordinate all public events with your MSC public affairs office.

(7) Recognize community supporters with certificates or memorandums of appreciation.

(8) Conduct regular employer recognition programs and present DOD Employer Support Awards at those events. Invite state and local employer support representatives to participate.

d. The ESGR fact sheet 9-9105 (Awards for Employers) and 10-9102 (Presenting the DOD Certificate of Appreciation) are available from your MSC PAO to assist you in developing your local program.

3-20. Discipline, law, and order (DLO)

Maintaining discipline is a primary responsibility of command. You must ensure that you know your responsibilities and how and when to use administrative measures to deal with problems. You should be aware of the most pertinent DLO actions.

a. Commander's Report of Disciplinary Action (DA Form 4833). On occasion, you may receive this report with the Military Police Report (DA Form 3975). You will receive this report if one or more of your soldiers were involved in an offense while on a military installation.

b. Occasionally, incidents occur that you must report to the chain-of-command. Serious and reportable incident reporting is covered in USARC Supplement 1 to AR 190-40. Ensure your full-time staff is cognizant of these reporting requirements.

3-21. Free exercise of religion

a. Ensuring the free exercise of religion for your soldiers is another important task. In fact you are, through a chaplain, required by public law to conduct religious services for personnel of the command. This is a requirement of AR 165-1, paragraph 2-2.

b. Your battalion chaplain can perform several functions, such as:

(1) Advise you and your subordinate leaders on matters of religion, morals, and morale as affected by religion.

(2) Coordinate, integrate, and supervise all chaplain activities, religious services, ministries or observances, and the use of facilities, as approved by you.

(3) Establish and maintain liaison with staff chaplains of higher and equal headquarters, the other military services, Government agencies, the armed forces of allied nations, and officials of civilian churches and other religious organizations.

c. As a special staff officer on both the personal and special staffs of the battalion commander, you can count on your battalion chaplain to listen carefully to any concerns you have. The chaplain is also ready to assist you in counseling soldiers and families, teaching classes, and general problem solving. You will find him or her a valuable asset in fulfilling your mission requirements.

Chapter 4 Security

4-1. General

Security has been a vital function of the military unit from the very beginning of military history. It is just as vital today. You must safeguard personnel, arms and ammunition, classified information, equipment, and physical facilities. Although doing this today is more complicated than in the past, your predecessor probably developed a security plan and standing operating procedures to implement it. Study them (if they exist), then implement your changes if you desire. If none are in place, develop them as soon as possible. Take this responsibility seriously; it will save you a lot of headaches later. Security awareness is a vital part of all activities.

4-2. Procedures

a. Classified information. Handle, store, and transmit classified documents in accordance with AR 380-5.

b. Develop and implement operations security (OPSEC) measures to safeguard sensitive information.

c. Automated systems security. With the introduction of more automated data processing (ADP) equipment throughout the Army, security personnel must become more aware of requirements to protect sensitive defense information against espionage, sabotage, fraud, misappropriation, and misuse or inadvertent or deliberate compromise. Computers, word processors, etc., must be identified by serial number, bar code, and location; rated as to sensitivity level; and accredited.

d. Monitoring and recording conversations. Listening in on conversations on telephone extensions or speaker phones, as well as to face-to-face conversations, is prohibited by AR 381-10, unless all parties give consent.

e. Subversion and espionage. The U.S. Army is a prime target for foreign intelligence and sympathizers of foreign governments. It is vulnerable to subversion and espionage, both in the Continental U.S. (CONUS) and overseas. You must establish positive programs to indoctrinate all personnel on the methods of subversion or entrapment.

f. Acquiring, storing, reporting, or processing data about people or organizations not affiliated with the Department of Defense is prohibited by AR 381-10.

g. Design and take measures to safeguard personnel and to prevent unauthorized access to equipment, facilities, materials, and documents.

h. Based on the physical security plan published by higher headquarters, develop and maintain detailed center/unit physical security SOP.

i. Verify the following items daily and do this especially after IDT assemblies (a good job to delegate to your security officer):

(1) Ensure all windows and doors are closed and locked before leaving.

(2) Give particular attention to the arms room.

(3) Check for fire hazards.

(4) Ensure all petroleum, oils, and lubricants (POL) and vehicles are locked or secured in the motor pool area, and that gates to the reserve center are locked or secured.

j. Know which serious incidents require formal reporting.

k. Practice energy conservation by turning off lights (except security and safety) and by turning down heat.

l. Become familiar with Level I (mandatory) requirements to secure government property at unit/installation level.

m. Coordinate with local law enforcement agencies for periodic checks of the reserve center.

n. Where installed, ensure Intrusion Detection Systems (IDS) are operational; display signs announcing IDS.

o. Request a physical security inspection from higher headquarters or your support installation provost marshal to help locate any needed additional security measures.

p. Arms and ammunition. Make security of arms and ammunition your top priority.

(1) Individually-assigned weapons must be stored in an approved arms room having triple barriers.

(2) Conduct required serial number inventories and physical counts of weapons, ammunition, night vision devices and other sensitive items.

(3) Appoint a security manager, key/lock custodian, and alternates.

(4) Establish weapons and key/lock registers, accountability and control records, etc., including IDS, key, and arms room access rosters.

(5) Prepare an SOP for operation of the arms room/vault.

(6) Permit only authorized persons in the arms room.

(7) Know the status of the IDS at all times.

(8) Ensure you are prepared to implement the armed guard requirements of AR 190-11 (with USARC Suppl 1) when transporting Category II weapons off an installation or if the IDS fails. Use AR 190-14 as a guide.

Chapter 5 Training

5-1. Training management

The Army's basic mission is to fight and win in combat. The goal of training is to produce a force trained to mobilize, deploy, fight, and win anywhere in the world. "Training the Force" (FM 25-100), "Battle Focused Training" (FM 25-101), and "Training in Units" (AR 350-41) are the Army's standardized training doctrine and are applicable throughout the force. An effective training program affects retention, readiness, and mission performance. As junior officers, specifically as commanders, you are leaders, trainers and training managers. To successfully accomplish these roles, you must

understand the principles, concepts and procedures relevant to training. The objective of all Army training is unit readiness. Training of soldiers and leaders enhances the ability of units to perform to standard.

a. The principles of training.

(1) Train as combined arms and services teams. The greatest combat power results when leaders synchronize combat, combat service, and combat service support systems to complement and reinforce one another.

(2) Train as you fight. Accept less than perfect results initially and strive for realism in training.

(3) Use appropriate doctrine such as FM 100-5, "Operations," Mission Training Plans (MTPs), and other supporting doctrinal manuals. When Army standards are not published, leaders must develop standards that are challenging, attainable, and easily evaluated.

(4) Use performance-oriented training. Soldiers learn best by doing; using a hands-on approach. Soldiers train better and faster, and to a higher degree of proficiency, when they know the tasks, conditions, and standards. As leaders you must enforce the standards.

(5) Train to challenge. Challenging training inspires excellence by fostering initiative, enthusiasm, and eagerness to learn.

(6) Train to sustain proficiency. Sustainment training prevents skill decay, maintains high standards, and allows training of new people.

(7) Train using multi-echelon techniques. You must simultaneously train individuals, leaders, and units at each echelon. It is the most effective way to train and sustain each echelon within the unit. As a commander, you must maintain a focus on your unit's wartime mission to determine those multi-echelon events to train the units.

(8) Train to maintain. Maintenance training designed to keep equipment in the fight is of equal importance to soldiers as being expert in its use.

(9) Make commanders the primary trainers. The leaders in the chain-of-command are responsible for the training and performance of their soldiers and units.

b. Battle focus is the concept which derives peacetime training requirements from wartime missions. Commanders use Battle focus to allocate resources for training based on wartime mission requirements. The illustration at figure 5-1 (below) shows the Training Management Cycle. It begins with the wartime mission. Derive your Mission Essential Task List (METL) from this mission. With the shortage of training time available to USAR units, the unit training programs do not attempt to address proficiency of soldiers, leaders, and units in all MOS or collective tasks. Your battle focus determines the training requirements. The USARC battle focus is for USAR units to become proficient in their technical METL tasks and sustain that proficiency.

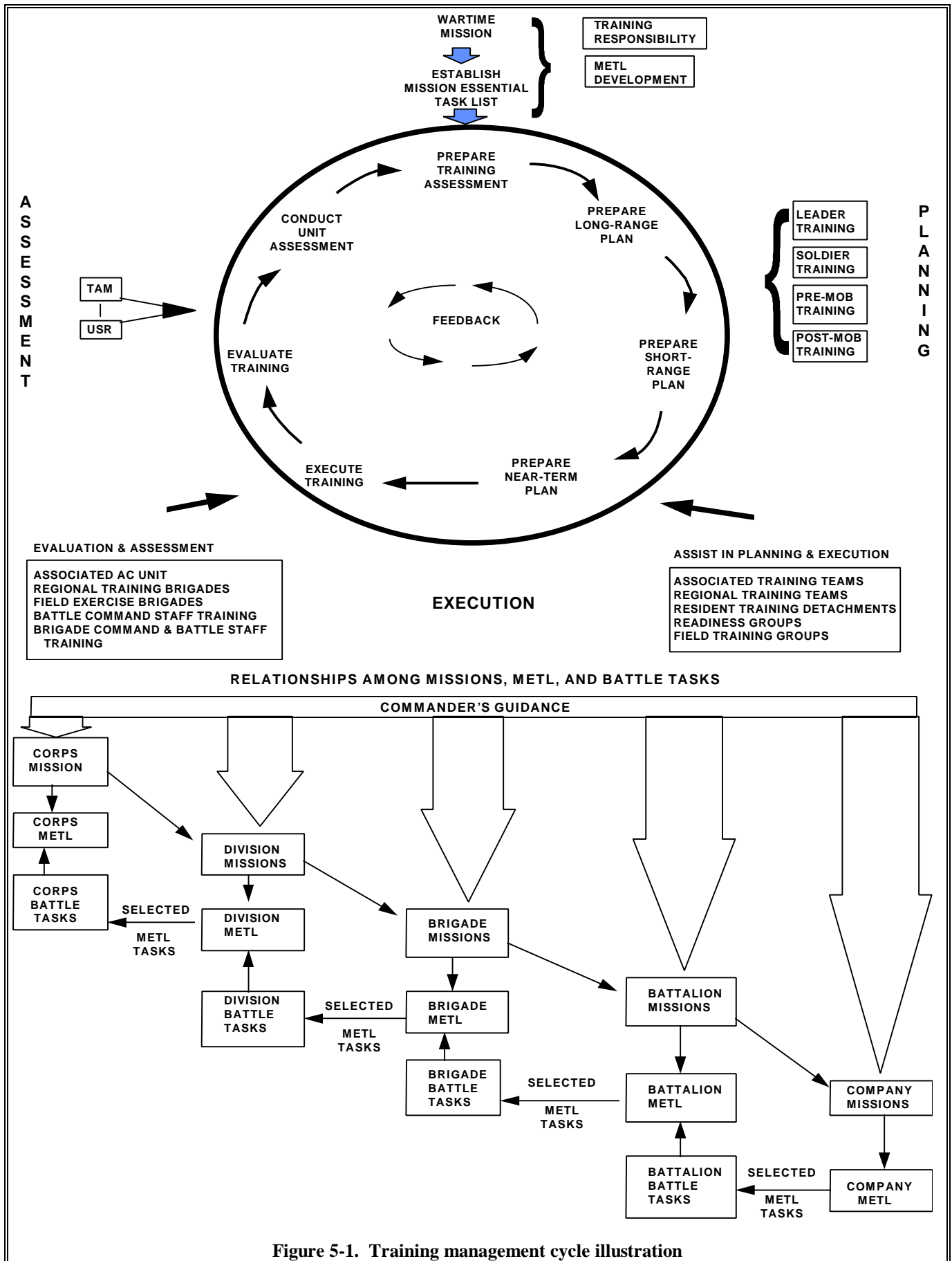


Figure 5-1. Training management cycle illustration

c. The training management cycle is also displayed in chapters 2, 3, 4, and 5 of FM 25-100.

d. As commanders you must--

- (1) Understand your unit's mission and doctrine.
- (2) Understand your unit's capabilities.
- (3) Understand the doctrine of the units you

support.

- (4) Understand your threat's capabilities.
- (5) Train your subordinates.
- (6) Excuse allow honest mistakes.
- (7) Allow open communications and

disagreements.

- (8) Be actively involved in your unit's training.

5-2. Training meetings

a. Objectives. Review completed training, deconflict training issues, plan and prepare future training, and exchange timely information.

b. Phases:

- (1) Assessment of completed training.
- (2) Coordination.
- (3) Future planning.

c. Attendance. The company training meeting is a high priority mission for the leadership of the company. Attendance for selected leaders is mandatory. Leaders who normally attend company training meetings are:

- (1) Company commander.
- (2) Executive officer.
- (3) First sergeant (1SG).
- (4) Platoon leaders.
- (5) Platoon sergeants.
- (6) Master gunner/chief of firing battery/shop supervisor.
- (7) Maintenance team chief.
- (8) Supply sergeant.
- (9) NBC NCO.
- (10) Food service sergeant.
- (11) Slice leaders and attachments.
- (12) Others as designated by the commander.

d. Attendee's responsibilities:

(1) You are responsible for the efficient conduct of the training meeting. Although all leaders participate in the training discussion, it is you, as the commander, who leads the meeting and provides direction and focus.

(2) The XO is the second in command, and as such, runs the training meeting in your absence.

(3) The 1SG is the senior enlisted soldier in the company and your personal adviser on all issues that affect individual soldier training in the unit.

(4) Platoon leaders brief the collective task proficiency of their platoon during the assessment phase of the training meeting.

(5) Platoon sergeants are prepared to brief individual soldier task proficiency during the assessment phase of the meeting, if required by you, the commander.

(6) Master gunners or other key staff NCOs attend training meetings to advise you on specialist training.

(7) Maintenance team chiefs coordinate the maintenance efforts of the company and work with you and the XO to ensure timely support whenever necessary.

(8) Supply sergeants advise you on supply-related issues, inspections, and inventories.

e. When in garrison, conduct training meetings on the same day and at the same time each month. Selection of a particular day to conduct the meeting depends on when the battalion conducts its training meeting. Logically, the company training meeting should follow the battalion training meeting by not more than 2 days. This allows incorporation of information gleaned from this meeting into the company meeting before it becomes outdated.

f. Main considerations for selection of a day and time to conduct the meetings are--

- (1) Enabling attendees to make the meeting.
- (2) Minimizing training disruptions.
- (3) Allowing subordinate leaders time to brief their soldiers without delaying their normal release time.

5-3. WARTRACE

The terms CAPSTONE and DTA were eliminated. There is no one special term or acronym for AC/RC training associations. Training and planning are separate and distinct programs. The term WARTRACE applies to wartime planning alignments. WARTRACE is defined as the deliberate alignment of Army forces (AC and RC) under a single commander for wartime planning to achieve national strategic goals.

a. RC units often operate under two chains of command: wartime and peacetime.

(1) The wartime chain provides wartime mission guidance and approves the RC METL. Due to the limited training time available to reserve units during peacetime, the WARTRACE commander assigns missions that are as specific as possible. With specific missions, METL tasks become limited.

(2) The peacetime commander (your RC next higher headquarters) should review and coordinate your METL training. The peacetime commander provides the training resources, and ensures that the planned training is battle focused, executed to standard, and evaluated. The two chains work together and remain coordinated by focusing on the METL.

b. Once approved, the senior wartime commander breaks the METL into Battle Tasks. A battle task is a command group, staff, or subordinate organization mission essential task that is so critical that its accomplishment will determine the success of the next higher headquarters' mission essential task. Battle tasks allow the senior commander to define the training tasks that--

(1) Integrate the Battlefield Operating Systems (BOS).

(2) Receive the highest priority for resources such as ammunition, training areas, facilities, materiel, and funds.

(3) Receive emphasis during evaluations directed by higher headquarters (HQ).

c. After establishing the METL, the battle focus process continues with the development of supporting platoons, squad, section, leader and soldier tasks. At each subordinate level, the leaders develop leader books that contain all the tasks at their level and those of subordinate levels. These books track training that has been accomplished and assist leaders in planning training to overcome weaknesses while sustaining strengths. (Refer to Figure 2-23 of FM 25-101.)

5-4. Mission Essential Task List (METL)

- a. The METL--
 - (1) Is not affected by resource availability.
 - (2) Is not prioritized; however, training is prioritized by you, the commander.
 - (3) Must apply to the entire unit.
 - (4) Must support and complement the METL of the next higher wartime headquarters. It does not support or complement the METL of an unrelated peacetime higher headquarters' METL.
 - (5) Must be understood by the 1SG/CSM and key NCOs so that they can integrate supporting soldier tasks.
- b. Battle tasks.
 - (1) During the review of a subordinate's METL, higher headquarters' commander selects METL tasks that must be accomplished by your unit for your headquarters to accomplish its mission. Those battle tasks of the higher headquarters that apply should be the battle focus of the subordinate unit.
 - (2) The selection of battle tasks allows your headquarters to focus on those tasks that need emphasis during training and evaluation. The battle tasks allow you to allocate and focus resources.
- c. Supporting soldier and leader tasks.
 - (1) Proficiency of soldiers and leaders is the foundation of unit proficiency. As the commander, you must plan training to build and sustain proficiency in soldier and leader tasks that support the mission essential task.
 - (2) During the METL development, the 1SG/CSM and other key NCOs identify soldier and NCO leader tasks that support the performance of the METL tasks. Commissioned officers also identify officer leader tasks that support performance of the mission essential task. As with the battle focus of the METL tasks, due to limited time and resources, the commander must not attempt to train on every supporting soldier and leader task. Reduce the list of supporting soldier and leader tasks to those that are essential to the leaders' or soldiers' duty position and responsibilities.
- d. METL approval.
 - (1) Units with a WARTRACE will forward their base METL to the next higher headquarters in the priority WARTRACE chain-of-command. Pending WARTRACE METL approval, use the base METL as the unit's interim, approved METL. Once the WARTRACE has approved

the METL, the unit will update the METL on the Center Level Administration System (CLAS).

(2) Units without a WARTRACE, units entering the force structure, or units redesignated as a different organization will use the appropriate base METL as their approved METL. The USARC is the sole METL approving authority in the USAR for units without a WARTRACE.

5-5. Planning

- a. Assessment.
 - (1) The assessment starts the training planning process. Use your subordinates to assess the training level on mission essential tasks. Rely on subordinate leaders' feedback to determine your unit's training proficiency level. External evaluations also help in your assessment. However, evaluations only portray portions of total proficiency and only measure it at a specific point in time. The unit leadership, on the other hand, can provide a wealth of expertise and input about the unit's capabilities.
 - (2) Assessment begins with the first line leaders gauging the proficiency of their subordinates in accomplishing individual tasks, as well as supporting leader tasks identified at their level. Each successive leader assesses the ability of his/her level of organization to accomplish their supporting collective tasks and documents this assessment in the leader books and the Training Assessment Model (TAM).
 - (3) Assessment links the evaluation of training executed to the planning of training.
- b. Planning.
 - (1) Once the assessment is accomplished, develop a training strategy with assistance from the unit leadership, to build the proficiency of some mission essential tasks while ensuring sustainment of others. Determine the best way to build and sustain proficiency in mission essential tasks. As USAR commanders, you must develop a training strategy that ensures the unit can perform at least its technical wartime mission prior to mobilization. This strategy leads to setting training priorities and training plans.
 - (2) Training plans come in three types: long-range, short-range, and near-term. They have the following common denominators:
 - (a) Maintain a consistent battle focus.
 - (b) Are coordinated between associated combat, combat support, and combat service support organizations.
 - (c) Focus on the correct time horizon. In the USAR, long-range plans extend at least 2 years out; short-range plans cover 1 year; and near-term plans focus on the next 4 months.
 - (d) Focus on attaining stated training objectives.
 - (e) Cause organizational stability.
 - (f) Make the most efficient use of resources.

(3) A comparison of long-range, short-range, and near-term training plans is provided in table 5-1, below, for your review.

LONG-RANGE	SHORT-RANGE	NEAR-TERM
Disseminate METL and battle tasks.	Refine and expand upon appropriate portions of long-range plan.	Refine and expand upon short-range plan through conduct of training meetings.
Establish training objective for each mission essential task.	Cross reference each training event with specific training objectives.	Determine best sequence for training.
Schedule projected major training events.	Identify and allocate short lead time resources such as training facilities.	Provide specific guidance for trainers.
Identify long lead time resources and allocate major resources such as major training areas.	Coordinate short-range calendar with all support agencies.	Allocate training devices such as simulators to specific trainers.
Coordinate long-range calendars to eliminate distractors.	Publish short-range guidance and planning calendar.	Publish detailed training schedules.
Publish long-range guidance and planning calendar.	Provide input to unit training meetings.	Provide basis for executing and evaluating training.
Provide basis for command operating budget input.		
Provide long-range training input to higher headquarters.		

(4) Formats vary for the training plans, but examples are available in appendix A of FM 25-101. Of course, you must still prepare monthly training schedules. Just remember that during near-term planning, look 4 months out. Don't get locked into calendar or training year quarters when planning or preparing your training schedules.

5-6. Long-range planning

Long-range planning usually occurs at battalion and above; however, separate companies also do long-range planning. While you at the company level do not practice these skills, the results do affect your unit. Unless you command a separate company, you will usually follow the lead of your next higher headquarters for the long-range planning cycle. During long-range planning, senior

commanders project activities such as AT, Overseas Deployment Training (ODT), and externally supported training. Combat Training Centers, like Fort Irwin, CA, for example, provide excellent externally supported training. This information also provides you with the means for establishing long-range training objectives. Table 5-2 outlines the long-range planning cycles for various echelons. Notice that your training guidance at company level is not in the cycle outline.

ACTION (Note 1,2)	LATEST PUBLICATION DATE (Note 3)	FUTURE PLANNING HORIZON
RC Div/Sep Bde/Grp level publish command training guidance (CTG) and long-range calendar. (Note 4)	12 mos prior to FY start	CTG at least 2 years. Calendar at least 5 years.
RC Bde/Grp/Sep Bn publish CTG and long-range calendar.	10 mos prior to FY start	At least 5 years.
RC Bn/Sep Co publish long-range calendar.	6 mos prior to FY start.	At least 3 years.
NOTES:		
(1) These actions also apply to similar command level TDA organizations or activities. For example, an ARCOM follows the same planning cycle as a division.		
(2) Intermediate headquarters provide training guidance and scheduling information in sufficient time to allow subordinate units to meet required publication dates.		
(3) Each HQ follows this time line to allow subordinates adequate time to prepare their plans.		
(4) RC commanders of Div/Sep Bde/Sep Grp normally brief to and receive approval from the next higher headquarters in the peacetime chain-of-command, no later than 8 to 10 months prior to FY start.		

5-7. Short-range planning

Short-range planning refines portions of the long-range planning calendar. It provides the time lines for small unit leaders to prepare near-term training schedules.

a. Details included in short-range planning may address:

- (1) Collective tasks to be trained during major training events.
- (2) Other mandatory training.
- (3) Significant events or activities that require consideration when scheduling training.

b. During this phase of planning, senior commanders:

- (1) Identify wartime-mission-related scenarios, collective training objectives, required resources, and initiate coordinating instructions.
- (2) Protect subordinate units from training distractors by tenaciously enforcing the "lock in" of major

events approved with short-range plans and contained in the signed training schedules.

(3) Set the standard for safety, provide guidance for risk acceptance decisions, and conduct training risk assessments.

c. Multi-echelon training also comes into play at this time. It is the most effective way of training and sustaining a manageable number of essential tasks within limited periods of training time. Table 5-3 outlines a multiechelon exercise.

Table 5-3. Selected tasks planned to be executed during a multiechelon supply and service company exercise

RESPONSIBILITY	PARTICIPANTS	ACTIVITY	TASKS
Company Commander/ISG	Platoon Leaders/Platoon Sergeants	TEWT	<input type="checkbox"/> Plan Company Movement (63-2-0001). <input type="checkbox"/> Reorganize Defense (63-2-0003).
Platoon Leader/PSG	Supply Platoon Material Handling NCOICs	STX	<input type="checkbox"/> Set up Supply Platoon (63-2-0005). <input type="checkbox"/> Supervise Class II, III (Pkg), IV, V, and VII Operations (10-2-0008). <input type="checkbox"/> Supervise Class I and Water Operations (10-2-0012). <input type="checkbox"/> Defend Company Sector (62-2-0021).
Material Handling NCOIC	Soldier	STX	<input type="checkbox"/> Provide Class II, III (Pkg), IV, and VII Supplies (10-2-0009). <input type="checkbox"/> Perform External Slingload Supply Functions (55-02-0002-R). <input type="checkbox"/> Defend Against a Level I Attack (63-2-0030). <input type="checkbox"/> Perform Unit Level Maintenance (63-3-0011).

d. Refining training activities during the short-range planning process requires coordination and input. Short-range training briefings provide some of this coordination. Although separate company, battalion, and group commanders present these briefings, the topics they address rely upon input from you and other subordinate commanders. Table 5-4 shows training briefing topics. These briefings result in a training contract between your commander and senior commanders. The senior commanders provide resources and protects subordinate units from unprogrammed taskings. The subordinate

commanders then lock in and execute the approved training plan.

Table 5-4. Training briefing topics

PRESENTED BY BN/BDE CDRs	PRESENTED BY BN/BDE CSM
A review of accomplishments/shortcomings of last short-range planning period.	Individual training proficiency feedback received about previous short-range period.
The unit's METL and assessment of proficiency levels.	Assessment of the unit's current individual training proficiency.
The unit's training focus and objectives for next training period.	Individual training events planned for upcoming short-range planning period and strategy for preparing soldiers for the evaluation.
Presentation of the unit's short-range planning calendar.	Description of METL-derived individual tasks to be integrated into collective mission essential tasks.
A description of upcoming training events.	Marksmanship and physical fitness programs.
The unit's leader development program with emphasis on officer METL supporting tasks/warfighting skills.	The unit's education program.
The approach planned for preparing trainers and evaluators.	The NCO leader development program with emphasis on senior soldier METL supporting tasks and improving warfighting skills.
Force integration plans for the upcoming period.	
Resource allocations.	

5-8. Near-term planning

a. This is the company level of training planning. During this planning stage, do the following:

- (1) Conduct training meetings to coordinate and finalize all training events, activities, and resources.
- (2) Schedule and execute training to meet objectives in the short-range plan to Army standard.
- (3) Protect the unit training from training distractors by tenaciously enforcing the "lock in" of training events contained in the signed training schedules.
- (4) Make final coordination for the allocation of resources.
- (5) Provide specific guidance to trainers.
- (6) Schedule rehearsal times for training and determine pre-execution checks.
- (7) Complete coordination with other units participating in this training as part of the combined arms and services slice.
- (8) Prepare detailed training schedules.

b. All of these activities take place 4 months before the training occurs.

c. Table 5-5 below shows the near-term planning cycle for the USAR.

FREQUENCY	ACTION	LATEST PUBLICATION OR BRIEFING DATE	FUTURE PLANNING HORIZON
Monthly	RC Bn/Company training meetings and subsequent draft training schedules.	4 months prior to execution.	4 months
	RC BN/Company publishes training schedules.	3 months prior to execution.	3 months

d. The input for this cycle and resultant detailed training schedules come from monthly training meetings. Platoons, companies, and battalions conduct training meetings. At the battalion level, meetings revolve around training management issues. At company level, you should use meetings to discuss the specifics of conducting the training. Both FM 25-101 and TC 25-30 discuss the conduct of training meetings. While training schedule formats may vary, they must all include the following:

- (1) When and where training starts.
 - (2) Specific individual, leader, and collective tasks to be trained.
 - (3) Topics of concurrent training for efficient use of available training time.
 - (4) Who conducts the training and who receives it.
 - (5) Proper allocation of time (including time to correct deficiencies) and administrative information pertaining to uniform, weapons, equipment, references, and safety.
- e. This then is the sequence of effective training planning through its three cycles: long-range, short-range and near-term. It is your responsibility to execute. You are responsible for unit collective training. First line leaders are responsible for individual training and supporting collective training at their echelon.

5-9. Training assessment

The last segment of training presented is the assessment phase. Although listed last, this phase does not end the training cycle. Training is not a sequential process. In maintaining a current assessment of your unit, evaluate all training. Proficiency is the key; Army standard is the yardstick.

a. To achieve standards, make use of training and evaluation outlines, mission training plans, soldier's manuals, drill books, standing operating procedures, and similar references.

b. One of the main tools for collective training evaluation, one that provides feedback to and from everyone, is the After Action Review (AAR). During the review, the participants themselves analyze what happened, why, and how it could have been done better.

As a professional discussion, it has the following advantages over a critique:

- (1) It focuses directly on key METL-derived training objectives.
- (2) It emphasizes meeting Army standards rather than determining success or failure.
- (3) It makes use of leading questions to encourage participants to self-discover important lessons from the activity.
- (4) It includes a large number of individuals and leaders in an effort to recall and share as many lessons about the training as possible.

c. Conduct the AAR at all levels, depending upon the echelons involved in the training. Evaluators play a key role in the AAR process. They generally lead or facilitate the review, regardless of whether external or internal evaluation occurred.

d. The evaluation of training then leads to an updated unit assessment. Document this updated assessment in leader books and the unit's TAM. The outcome of the assessment may refocus the unit's strategy. This then starts the training management cycle again.

5-10. Training sources

Train soldiers as individuals and then collectively as members of a team. Excellent training opportunities are available from the following sources:

- a. Army Training Centers.
- b. Service Schools.
- c. U.S. Army Reserve Forces (USARF) Schools.
- d. Correspondence Courses and other Self-study Programs.
- e. Supervised On-the-Job-Training (OJT) programs.
- f. Contract Training.
- g. Unit Schools.
- h. LANES Training.
- i. Regional Training Sites—Medical, Maintenance, or Intelligence.

5-11. Training publications

The Army Training System offers the following publications:

- a. Soldier's Manual (SM). The SMs describe tasks a soldier must be able to perform in a given MOS and skill level (SL). The SMs are also called Soldier Training Publications (STP).
- b. Trainer's Guide (TG). Guides which complement SMs for all supervisors to use to plan training in a particular MOS.
- c. Soldier's Manuals of Common-Tasks (SMCT). The STP 21-1-SMCT contains tasks common to all soldiers at skill level 1. The STP 21-24-SMCT contains tasks common to soldiers in skill levels 2, 3, and 4.
- d. U.S. Army Military Qualification Standards (MQS). These are manuals of common tasks and skills for officers. Manual STP 21-II-MQS applies to the grades of LT and CPT, while STP-21-III-MQS applies to MAJ and LTC grades. There are also Branch Specific MQS Manuals.

e. Mission Training Plan (MTP). An MTP provides a descriptive mission-oriented program for training the unit to perform its critical wartime mission.

f. How-To-Fight and How-To-Support Manuals. These manuals explain how to fight the air-land battle, describing battle and battle support doctrine. Commanders use the manuals to help plan and execute operations and training activities.

g. Extension Training Materials (ETM) Catalogs. The ETM catalogs list ETM that supports training in units, including field manuals, training devices, TEC lessons, and videotapes. These DA Pamphlet 350-series catalogs are referenced by the table of organization and equipment (TOE) units that use the same ARTEP. The DA Pam 350-100 supports TDA organizations and education centers. These pamphlets provide a consolidated list of the ETM supporting individual training as well.

5-12. Training aids, devices, simulators and simulations (TADSS)/Visual Information (VI)

a. Training and Audiovisual Materials. Learning Centers get most of their training and audiovisual materials from their Training Support Center (TSC). The TSCs can usually supply, on either short or long-term loan, the following items:

<u>TADSS</u>	<u>VI</u>
▪ Training aids	▪ TEC projectors
▪ Training devices	▪ Portable screens
▪ Cassette players	▪ Video monitors
▪ Subcaliber devices	▪ Motion pictures/projectors
▪ Battle simulations	▪ Slide or graph projectors
▪ Engagement simulations	▪ Video/Audio tapes
▪ Opposing Forces (OPFOR) materials/Television trainers	
▪ Multiple Integrated Laser Engagement System (MILES)	

b. Graphic Training Aids (GTA). The GTAs come in a variety of sizes, shapes, and formats, such as charts, show cards, booklets, decals, posters, games, and even decks of cards. Those printed as charts are also produced as 35mm slides and graphs.

c. Training Devices. Garrisons and other training areas use training devices to help achieve and maintain individual and collective proficiency at reduced costs. Some devices are MOS-unique; others are for general use. Commanders and staffs should publicize and facilitate the use of these devices.

d. The TSCs have catalogs available that contain the TADSS and VI available to you as a supported unit. Additionally, your supporting TSC should acquire, either by local production/manufacture, outside loan, or purchase, the item or product you require to support your training. The TSCs exist to acquire the TADSS/VI products you need for training.

5-13. Advisory and training resources

a. Readiness Groups (RG) are AC organizations, subordinate to a CONUSA, who provide external assistance and advice to Army Reserve and National Guard units. The RGs provide branch/functional area; doctrinal/technical; strength maintenance; and readiness, mobilization, and deployment assistance through four sections:

(1) Operations and Training Section: Coordinates all RG Team visits. Develops and conducts training and training management programs and courses. Conducts mobilization/deployment instruction and assistance and coordinates Army Domestic Emergency Plans for the reserves.

(2) Branch Assistance Teams: Assist, advise, and instruct in all aspects of branch (less Aviation) doctrine, techniques, and training.

(3) Functional Teams: Assist, advise, and instruct in all aspects of unit administration, personnel management, finance, postal operations, food service activities, and supply and property accountability functions.

b. Aviation Readiness Groups (ARGs) are Aviation Branch Assistance Teams (BAT) consolidated from Readiness Group (RG) aviation personnel and equipment assets. Their function is similar to other RG BAT, providing aviation-unique doctrinal, operational, administrative, training, logistical, and technical assistance, and elements of non-aviation units. However, they are separate organizations reporting directly to a CONUSA HQ. The ARG Teams assess aviation readiness, identify weaknesses, and assist commanders in developing Yearly Training Plans (YTP) and other activities. They also coordinate aviation branch and other functionally-oriented assistance from other sources, such as service schools, USAR schools, and technical agencies. They provide liaison to CONUSA, FORSCOM, other MACOM, and HQDA.

c. Resident Training Detachments (RTDs) are also AC organizations that provide external assistance and advice to priority USAR units. These detachments focus on a specific unit for assistance. They are collocated or stationed close to the supported unit and may be under the command of an RG or an AC unit associated with the supported USAR unit.

d. Regional Training Teams (RTTs) are a third type of AC organization with the mission of providing advice and assistance to USAR units. These teams are extensions of the RGs and their mission is to assist specific types of high priority units in a geographic area. These AC teams primarily assist the multi-disciplined combat support/combat service support (CS/CSS) units where the dedication of an RTD would not be practical.

e. Senior Army Advisers (SRAAs) are AC MSC personnel who advise and assist USAR units in all aspects of military endeavor. They provide the benefit of their knowledge, expertise, and experience in doctrine, policy, procedures, and technology. The SRAA personnel may visit USAR units during scheduled training periods or when only full-time personnel are available. They are one of the MSC commander's most valuable assets, providing USAR commanders with a wealth of advice and assistance.

f. Mobile Training Teams (MTTs) are special purpose teams, selected from assets outside the chain-of-command (AC or RC), designed to assist USAR units in specific areas of training. The MTTs provide instruction and training primarily to train the trainer. The MTTs will not provide players, evaluators, personnel or equipment augmentation, new equipment training, validation, or any other support that does not directly involve instruction or training designed to assist unit combat readiness training. Obtain MTT support through your chain-of-command to MSC HQ.

g. Divisions (Exercise) are USAR TDA organizations that provide simulation supported Command and Staff Training Exercises for ARNG and USAR units. They plan, conduct, and assist in training exercises, including small unit collective training for combat, combat support, and combat service support units. Upon mobilization, they also provide dedicated training assets to assist the mobilization station commander in validating that mobilized units are ready for deployment.

h. Other collective training organizations are the Regional Training Sites- Intelligence and Regional Training Sites - Medical.

(1) Regional Training Sites - Intelligence (RTS-I) provide a regional and national level unique military intelligence (MI) training environment. They are dedicated to supporting the training requirements of the RC MI commands and units, as well as the enhancement of previously acquired technical or foreign language skills of RC MI soldiers. The RTS-I combine full-time MI staff with state-of-the-art equipment and real-world working materials. Soldiers attend training in an IDT, AT, or ADT status. The RTS-I are at Fort Dix, NJ; Fort Sheridan, IL; Fort Gillem, GA; Fort Sam Houston, TX; and Hamilton AFB, CA.

(2) Regional Training Sites - Medical (RTS-MED) are at Fort Devens, MA; Fort McCoy, WI; Fort Gordon, GA; Fort Chaffee, AR; and Camp Parks, CA. The ARNG operates two additional sites at Fort Indiantown Gap, PA; and Camp Shelby, MS. The mission of the USARC RTS-MED sites is to prepare Deployable Medical Systems (DEPMEDS) equipped hospitals for war. The following programs are available to support this mission:

(a) New Equipment Training (NET) and Executive New Equipment Training (EXNET) is the introduction of medical unit personnel to the operation and maintenance of DEPMEDS and their associated items of equipment.

(b) Sustainment training focuses on requirements identified by the commander in the unit's METL. Training is tailored for each unit and is conducted entirely in a field environment.

(c) Mobile Training Teams are available to commanders who have identified training requirements.

(d) The RTS-MEDs are responsible for providing direct support (DS) biomedical maintenance support for all USAR medical units within their geographical area of operation.

(e) Central locations for TRI-SERVICE education programs. The AC and RC of all services receive training at the RTS-MEDs.

i. The USAR training institutions that conduct individual training include USAR Noncommissioned Officer Academies; USAR Forces Schools (USARF); and Regional Training Sites-Maintenance (RTS-M). As part of the Total Army School System (TASS), the USARF are being reorganized into Functional School Battalions.

(1) The USAR NCOAs conduct training in PLDC, the common leader portion of BNCOC and ANCOC, and the First Sergeant's Course. When the course material is available, the NCOAs will also teach the Senior NCO Battle Staff Course. All NCOA courses are conducted in an ADT or AT status. The USAR NCOAs are at Fort Dix, NJ; Fort McCoy, WI; Fort Chaffee, AR; and Fort Lewis, WA.

(2) The RTS-Ms conduct refresher and sustainment training tailored to the needs of the unit commander. They also conduct the second phase of selected MOS and Noncommissioned Officer Education System (NCOES) courses. These courses are conducted during both IDT and AT. The RTS-Ms are located at Fort Devens, MA; Fort McCoy, WI; Fort Hood, TX; and Fort Indiantown Gap, PA. In addition, there are two very specialized RTS-Ms (Hi-Tech), located at Tobyhanna Depot, PA (Army Materiel Command unit) and Sacramento, CA (USARC unit).

(3) The USARF schools are throughout the country. They conduct common leader training during IDT in BNCOC/ANCOC. They also teach MOS reclassification courses, Combined Arms and Services Staff School (CAS3), and Command and General Staff Course (C&GSC). Most of these courses are in two phases. The student will normally attend Phase I during IDT, and then attend Phase II in ADT or as an alternate AT.

(4) Your MSC will provide instructions to you on how to identify your training requirements and enroll your soldiers in school. These procedures will require the use of both Center Level Application Software (CLAS) and Army Training Requirements and Resources System (ATRRS) automated applications.

(5) The ATRRS is a database residing on a HQDA mainframe computer system. It helps manage the Army's school training. Access to the system is controlled.

(a) The ATRRS allows you to determine the availability of individual training for unit members. In addition, the system will allow the unit to make on-line applications for training, confirm reservations and, upon completion of training, confirm graduation. Access to ATRRS is available at company/detachment level after obtaining a logon ID and password.

(b) Army school systems use the ATRRS system to demonstrate to their headquarters their ability to provide training, to schedule classes, and as a system of record for training conducted. Army staff agencies use the ATRRS to determine the appropriate resources required by the Army's school systems to enable support of training requirements. These training requirements are based in part on unit commander's indication of need. The Army then allocates quotas in ATRRS for training based upon available resources.

(6) Your chain-of-command, and staff personnel from the USARF, will assist you in developing a training strategy that makes the best use of all these training institutions.

j. Staff visits are formal visits by higher headquarters' staff elements to provide supervision, guidance, and technical assistance in their functional areas. The staff visit normally generates a written "Trip Report" for the commander whose staff is visiting your unit. You may or may not be provided a copy of it. Whether your unit is doing exceptionally well, is about average, or has problems, your commander wants to know about it.

5-14. Training during mobilization

a. Assess your unit's training plan using backward planning. Differentiate the tasks that can be taught at home station from those that must be conducted elsewhere. Identify those mission critical tasks for which the unit must train at the mobilization station before deployment. It is then possible to plan backwards from the contingency area to the home station, to make the most effective use of the soldier's and the unit's time. The unit's mobilization mission should drive the training being scheduled.

b. In addition to time, there will be other constraints in the mobilization environment. All units may face shortages in expendables, such as ammunition. Unit post-mobilization training schedules must recognize these constraints by identifying devices, simulators, and other substitute materials. If resources are available, use them; if not, then use the simulators or devices. This approach to planning a post-mobilization training schedule is mandatory.

c. During a crisis, unit deployment dates may be moved up. Therefore, you must establish post-mobilization training priorities. Schedule the most important tasks for training first, so that if deployment is ordered early, the unit is more likely to have trained in vital tasks. Again, use backward planning.

Chapter 6 Supply, Maintenance, and Facilities

6-1. Supply

To do a job right one must have the right equipment and tools. The Army has a system already in place to provide a continuing source of proper items. Study the maintenance and supply system to ensure that you understand it. Put properly trained people in charge of it. To operate smoothly and efficiently, materials have to be in the right place at the right time.

a. Property, the essence of supply, is arranged by types to facilitate requisitioning, turn-in, and recording.

(1) Organization property includes all items considered mission-essential. Examples include weapons, vehicles, field equipment, and clothing.

(2) Installation property is considered on loan from the installation to the unit. Examples include bedding, lockers, and office furniture.

(3) The Support Installation (SI) normally issues personal property (clothing) to enlisted personnel.

(4) Real and installed property consists of buildings and fixtures.

b. The categories of property are:

(1) Nonexpendable (*N). Items that are not consumed in use and retain their original identity during use. Examples: weapons, vehicles, field equipment and clothing.

(2) Expendable (*X). Items that are consumed in use or that lose their identity in use and all items not consumed in use (with a unit price of less than \$100) that are not otherwise classified as nonexpendable or durable. Examples include office supplies (paper, pencils, cleaning supplies) and class IX repair parts.

(3) Durable (*D). Items that are not consumed in use and do not require property book accountability, but because of their unique characteristics require hand receipt control when issued to the user. Durable items include all hand tools in Federal Supply Classes (FSC) 5100 and 5200 series with a unit price greater than \$5.00; nonconsumable supply class VIII (medical) items not otherwise coded with an ARC of 'N' on the Army Master Data File (AMDF); and commercial and fabricated items similar to those items coded with an ARC of 'D' in the AMDF.

6-2. Supply records

a. You, as the unit commander, have command responsibility of all unit property. Command responsibility is the obligation to ensure the proper care, custody, and safekeeping of all government property within the command. You are responsible for ensuring that--

(1) All authorized equipment is on hand or on request.

(2) Supply personnel are properly trained.

(3) All property is inventoried every 18 months, except for sensitive items which are inventoried quarterly.

(4) Excess property is reported for disposition or turned in.

b. You should--

- (1) Appoint a property book officer.
- (2) Develop a unit supply SOP.
- (3) Determine through frequent inspections that unit property is complete and serviceable.
- (4) Use FM 10-27-4 for additional guidance.

c. Operating procedures.

(1) Submit AT equipment requirements.
(2) Ensure that reports of survey are initiated and submitted on time.

(3) Requisition and turn-in supplies and equipment.

(4) Ensure that reported deficiencies are corrected promptly.

(5) Maintain individual clothing and equipment records, and conduct periodic showdown inspection of personal and organizational clothing and equipment issued to your unit.

(6) Ensure that supply related documents in the mobilization logistics data file are kept current and accurate.

(7) Ensure the security of all property of the unit, whether in use or in storage.

(8) Enforce all security, safety, and accounting requirements.

(9) Implement a strong unit supply discipline program. The AR 710-2, appendix B can provide assistance.

d. Property book.

(1) Ensure establishment and correct maintenance of all required property accountable records. The AR 710-2 and DA Pam 710-2-1 can identify all actions required.

(2) Ensure preparation of property book pages for all category 'N' items listed in authorization documents to include common table of allowances (CTAs).

(3) Ensure all modified table of organization and equipment/table of distribution and allowances (MTOE/TDA) authorized items are on hand or on requisition. Cross-check MTOE/TDA Equipment Requirement Codes (ERCs) with inventory to ensure accuracy of Unit Status Report (USR).

(4) Conduct a physical inventory of unit property jointly with the former commander before assuming command and as often as directed by your commander. **SEE IT BEFORE YOU SIGN FOR IT!!**

(5) Report excess to the next higher headquarters immediately.

(6) Conduct a special inventory on specific items as necessary, such as weapons, ammunition, hand tools, and sensitive items.

(7) Furnish the supporting installation copies of shipping documents for items received direct from the wholesale system.

(8) Ensure you review and authenticate all requests based on urgency of need designators (UND) A and B.

(9) Personally review and validate all open supply requests 1 year old or older.

(10) Inventory all property not on hand receipt annually. Provide hand receipt holders a schedule for inventorying unit property and then ensure that hand receipt holders conduct the required inventories.

e. Reports.

(1) Make all required periodic status reports.

(2) Reconcile physical inventory results with property accountable records. Initiate property accounting adjustment documents, Statement of Charges/Cash Collection Vouchers or Reports of Survey to account for lost, damaged, or destroyed government property. Turn in excess equipment.

(3) Submit property gain and loss documents to update Continuing Balance System-Expanded (CBS-X).

(4) Post adjustment document changes to the property book.

f. Hand receipts.

(1) Assign property responsibility for all unit property via hand receipts. Issue nonexpendable and durable items on DA Form 2062.

(2) Document the issue of components of sets, kits, and outfits (SKOs) and other end items using component hand receipts, hand receipt shortage annexes, or aircraft inventory records, as applicable.

(3) Inventory hand receipts annually or at the frequency directed by the property book officer (PBO) and upon change of the hand receipt holder. Inventory must include components of SKOs and other end items.

g. Organizational clothing and individual equipment (OCIE) and personal clothing.

(1) Issue OCIE on DA Forms 3645 and 3645-1, and personal clothing on DA Form 4886.

(2) Conduct annual inspections to ensure that soldier's authorized OCIE and personal clothing is on hand and serviceable.

(3) Ensure that exchange of personal clothing for USAR personnel meets the 3-year usage criteria. Approve exchange or replacement of personal clothing only when the item becomes unserviceable due to fair wear and tear or due to size change.

h. Repair parts.

(1) Ensure repair parts on the unit's prescribed load list (PLL) consist only of demand-supported and Initial Mandatory Parts List (IMPL) items or Support List Allowance Card (SLAC) deck parts. All non-demand supported items must be approved by the first general officer staff level.

(2) Conduct periodic inventory of repair parts. Initiate turn-in action on unauthorized/excess repair parts.

i. Storage and security of supplies and equipment (other than arms and ammunition).

(1) Ensure that necessary storage capability exists to accommodate unit MTOE/TDA authorization equipment.

(2) Ensure that unit equipment is stored properly; that storage areas are neat and orderly; and that storage facilities meet minimum structural requirements.

(3) Conduct periodic inspections of the supply room, motor pool, and POL storage area.

j. Vehicles.

(1) Establish procedures to ensure that vehicles are used for official purposes only and check this periodically.

(2) Ensure that vehicles are properly secured when not in use.

k. Automation.

(1) Maximize automation systems to manage logistics data.

(2) Keep qualified operators for tactical computer systems.

6-3. Maintenance

a. You, as commanders at all levels are responsible for the maintenance of your equipment and material. Make preventive maintenance a “number one” priority.

(1) Assign maintenance responsibilities for organizational equipment to specific individuals (i.e., hand receipt down to the user level) and hold them accountable.

(2) Issue only serviceable equipment to the unit and ensure it is properly used and maintained by the unit. Prevent the abuse of equipment. Investigate any abuses.

(3) Ensure that unit organizational maintenance personnel are MOS-qualified and that they both have and use current TMs and publications. Additionally, ensure that they keep their proficiency by performing maintenance on at least 20% of your equipment (by type).

(4) Use all available technical assistance to maintain your equipment at or above the DA readiness goal. The AMSAs can provide hands-on technical maintenance assistance, when needed. Request any TAMMS records assistance from your chain-of-command. For aircraft assistance, contact your Aviation Support Facility (ASF). Try to forecast your unit’s needs. Advise higher commanders of equipment replacement and maintenance support requirements.

b. Train equipment operators to maintain their equipment for garrison and field. Provide adequate time on the training schedule to conduct PMCS on all equipment.

c. Initiate a Unit Maintenance Management System (UMMS) training package to increase unit maintenance efficiency. Obtain UMMS Training Circular 43-35 (12/88) through pinpoint distribution.

d. Conduct command inspections and provide timely and comprehensive feedback to subordinate commanders. Ensure that maintenance records, TAMMS reports, and especially the Unit Status Report, are current and accurate.

6-4. Facilities management

a. The senior officer of the units assigned to a facility is usually the USAR center commander. As unit commanders, you must coordinate with him/her for facility use, management, and support. You should coordinate job order requests through the reserve center commander or facilities manager.

b. As the USAR center commander or facilities manager, you should:

(1) Practice energy conservation. Prepare an energy conservation contingency plan for your USAR center. If possible, consolidate full-time personnel into areas that can be separately heated or cooled to save such costs in the rest of the facility.

(2) At the completion of a Unit Training Assembly/Multiple Unit Training Assembly (UTA/MUTA), make a security check; give particular attention to the arms room. Check that windows are closed and locked; that no fire hazards exist; that lights are off; and that the heat/air conditioning is properly adjusted. Ensure completion of custodial services. Notify your local law enforcement/police department of when the facility is open or closed.

(3) Ensure compliance with the environmental control program. When conducting training away from the USAR center, seek assistance from the environmental action coordinator (EAC) at the next higher headquarters.

6-5. Dining facility

Good food helps build morale. Poorly prepared food and unsanitary conditions can neutralize a unit as effectively as a successful enemy attack. If you are responsible for feeding soldiers, appoint a unit food services officer to assist you in overseeing the food service program. Also, appoint a sanitation team to strictly enforce food service sanitation policies and procedures when meals are prepared and served in the field. The FM 10-23-1, Commander’s Guide to Food Service Operations, covers food service duties and responsibilities when operating a garrison dining facility or field kitchen. The AR 30-1 contains garrison food service policies and procedures while the requirements of AR 30-21 apply to the Army Field Feeding System (AFFS). The USARC Supplement 1 to AR 30-1 contains guidance for the management of USAR food service operations and clarifies USAR policies and procedures.

a. Food service in general. Your support of garrison or field food service operations is critical in ensuring that your soldiers receive quality food service.

(1) Check kitchen and dining areas for cleanliness, subsistence accountability, and sanitation requirements.

(2) Ensure the headcounter accounts for all diners who eat and that cash and cash collection sheets are handled properly.

(3) Ensure completion of all necessary documents after the last meal is served for the day and that subsistence headcount, cost, and promptly report strength and feeder data to your MSC.

(4) Seek assistance from higher headquarters' food service management personnel (food advisers and supervisors).

(5) Ensure strict compliance with appendix K, USARC Supplement 1 to AR 30-1, whenever commercial subsistence procurement is required.

(6) Do not allow use of meal cards within the USAR except for unusual circumstances as outlined within AR 600-38, paragraph 3-9.

(7) Insist that higher headquarters annually review unit food service records for both AT and IDT food service operations.

b. Annual training (AT) food service. Annual training can be conducted in a field duty status, non-field duty status, or a combination of both. The duty status (field or non-field) determines the type of subsistence accounting system (garrison/IDTAS or field/AFFS) to use during AT. The AR 30-21, paragraph 1-11, deals exclusively with reserve component AT food service. The type of accounting system used will determine whether the Finance and Accounting Office (FAO), IAW AR 600-38, collects payment for meals from officers. The FAO recoups a portion of the basic allowance for subsistence (BAS) for AC and AGR enlisted when these soldiers attend AT with their assigned units.

(1) When using the IDTAS system, no FAO action is authorized for AC, AGR, and RC officers. Officers must pay the appropriate fee for all meals consumed. If using the AFFS, FAO action is mandatory.

(2) The importance of discussing and determining AT food service requirements during your pre-camp conferences cannot be overstressed.

(a) What is the availability of food service support from the supporting AC installation?

(b) What is the installation Troop Issue Subsistence Activity (TISA) or ration breakdown point (RBP) issue cycle, i.e., request, issue, and turn-in schedule?

(c) Have you consulted and/or requested the support of a Food Management Assistance Team (FMAT)?

(d) What are the installation veterinary service requirements?

(e) What are the installation's requirements for disposal of trash and food waste, and environmental concerns?

(f) Have you planned for pre-AT training and equipment support? For instance, only licensed soldiers may operate field kitchen equipment. You may need to order spare parts for some equipment several months before AT. Some installations require that vehicles transporting foodstuffs have complete canvas covers, and cannot be used for transporting certain other materials, such as petroleum products.

(3) Food service sanitation is of the utmost importance. Instruct all food service personnel in the principles and practices of preventing food-borne illness. They should receive continuous training in food sanitation

and safety. The Food Service Sergeant (FSS) and senior personnel should teach food sanitation. The unit FSS must administer mandatory sanitation training to the unit during an IDT assembly, 60 days prior to departure for AT.

c. Catered meals. The procedures for units to subsist using catered meals are outlined in AR 30-1, with USARC Supplement 1, appendix K. Contracts for catered meals should be flexible enough to meet the special needs of each unit served. By regulation, the bottom line is that payment for meals is based upon meals actually consumed, not estimated. The written agreement between the vendor and the unit should reflect any special requirements (i.e., monthly/quarterly changes on number of requested meals) and the willingness of the vendor to support the unit's requirements. Whenever possible, especially for small units, the cafeteria style facility is preferred, whereby the unit travels to the vendor for meals. Also remember that vendors have regulatory menu requirements for catered meals. Figure K-1 of USARC Supplement 1 to AR 30-1 outlines these requirements. These menus must be included within the vendor's bid solicitation to allow for determination of contracted meal prices. Again, units are to pay for meals actually consumed, not the estimated number.

Chapter 7 Readiness

7-1. Overview

a. The Army is responsible for providing an agile and lethal force capable of executing the National Command Strategies. To keep a finger on the pulse of America's Army, the Army, in conjunction with the Joint Chiefs of Staff, has established standards to measure the readiness of units. The standards, guidelines for determining readiness and reporting procedures are in AR 220-1 and supplemented by FORSCOM Supplement 1.

b. The U.S. Army Reserve units account for nearly 35% of the total Army force and the majority of the combat service support (CSS) units. With the current trend towards greater dependence on the USAR to meet the needs of the National Command Strategy, it is becoming increasingly more evident that the USAR CSS units are vital in ensuring the Army can deploy and meet operational requirements. With this in mind, it is imperative that USAR commanders report unit readiness accurately and in a timely manner.

7-2. Responsibilities

As unit commanders, you are responsible for the accurate and timely submission of your unit's status report. You should--

a. Comply with AR 220-1, paragraph 1-4e.

b. Prepare their Unit Status Report (USR) IAW AR 220-1 and FORSCOM Supplement 1 to AR 220-1.

7-3. Unit Status Reports

The tool used for reporting unit level readiness to the National Command Authority is the Unit Status Report, DA Form 2715. Reports submitted on DA Form 2715 satisfy the requirements of the Army portions of JCS Publication 1-03.3 and JCS Memorandum of Policy (MOP) 11, as well as HQDA needs for timely operational and management information. The Unit Status Report provides unit data information, as well as data pertaining to personnel, equipment on hand (EOH), equipment serviceability (ES) and training.

a. "Unit data" includes information derived from the unit's permanent orders and constitute the base for which the unit will report. "Unit data" includes such items as the unit identification code (UIC), MTOE, effective date (EDATE) of the MTOE and the Command and Control Number (CCNUM) of the MTOE.

b. "Personnel data" portrays the percentage fill of the unit, based on the MTOE. The percentage fill considers total assigned strength, available strength, military operational skill qualifications, senior grade strength and personnel turnover rate.

c. "Equipment on hand (EOH)" bases figures on the percentage fill based on the MTOE. The EOH data looks at each LIN assigned to the MTOE and compares that with the actual on-hand figure, thereby developing a level for each. The EOH level is then based on the total numbers of LINs at each level.

d. "Equipment serviceability (ES) levels" are calculated using fully mission capable (FMC) rates for all equipment. Follow the procedures in AR 220-1, Unit Status Report, for calculating the various separate levels and then determining your unit's overall equipment serviceability level for readiness reporting.

e. "Training readiness" is the one area of the USR that is purely subjective based on your judgment. The primary purpose of the unit training level is to indicate the current ability of the unit to perform assigned wartime missions. A secondary purpose of the unit training level is to show resource shortfalls that prevent attainment of a training tempo necessary to achieve or maintain proficiency.

7-4. Readiness levels

AR 220-1 breaks down the readiness level or C-level as follows:

a. C-1: The unit possesses the required resources and is trained to undertake the full wartime mission(s) for which it is organized or designed. The resource and training area status will neither limit flexibility in methods of mission accomplishment nor increase vulnerability of unit personnel and equipment. The unit does not require any compensation for deficiencies.

b. C-2: The unit possesses the required resources and is trained to undertake most of its wartime mission(s) for which it is organized or designed. The resource and training area status may cause isolated decreases in flexibility in methods for mission accomplishment, but

will not increase the vulnerability of the unit under most envisioned operational scenarios. The unit would require little, if any, compensation for deficiencies.

c. C-3: The unit possesses the required resources and is trained to undertake many, but not all, portions of the wartime mission(s) for which it is organized or designed. The resource or training area status will result in a significant decrease in flexibility for mission accomplishment and will increase the vulnerability of the unit under many, but not all, envisioned operational scenarios. The unit would require significant compensation for deficiencies.

d. C-4: The unit requires additional resources or training to undertake its wartime mission(s); but it may be directed to undertake portions of its wartime mission(s) with resources on hand.

e. C-5: The unit is undergoing a service-directed resource action and is not prepared, at this time, to undertake the wartime mission(s) for which it is organized or designed. The C-5 units are restricted to the following:

- (1) Units undergoing reorganization or major equipment conversion or transition.
- (2) Units placed in cadre status by HQDA.
- (3) Units which are being activated or reactivated.
- (4) Units which are not manned or equipped, but are required in the wartime structure.
- (5) Units tasked as training units that are likely to be tasked to perform a wartime mission.
- (6) Units within 365 days of inactivation or that have drawn down to the point where the unit is no longer capable of accomplishing its wartime mission(s).

f. C-6: By-Service direction (HQDA), one or more of the individual resource areas are not measured (for example, ES of a unit cannot be measured because maintenance is performed by a civilian contractor or the unit is an OPFOR unit at a Combat Training Center (CTC), which has no organic reportable equipment). The C-6 is not used as an overall category level.

Chapter 8 Mobilization

8-1. Mobilization

Mobilization is defined as the ordering of units and members to active duty in preparation for war or operations other than war (OOTW).

a. The possibility always exists for a unit to be mobilized. In a moment's notice, it could be called to active service. Can everyone in the unit respond to the call? Personnel depend upon you, the commander, to tell them where to go, what to do, and when to do it. Be sure unit personnel are fully aware of all mobilization requirements. Develop a mobilization plan; it is a vital source of information in a time of crisis.

b. As unit commander, you must be concerned with mobilization. You must be familiar with both FORSCOM

Reg 500-3-3, RC Unit Commander's Handbook (RCUCH), and the appropriate mobilization plans of higher headquarters.

c. You need to appoint and train a mobilization officer and movement officer/NCO. You will need to work closely with both of these personnel in order to get the unit moving to the mobilization station.

d. You should be familiar with the mobilization data that would directly affect your unit, such as those elements listed below:

(1) Mobilization Date (MDATE). The day after the official mobilization day (M-Day) the unit is projected to mobilize.

(2) Mobilization Station (MS). The unit's assigned mobilization station/site. *[NOTE: Unit commanders are required to visit their MS within 6 months of taking command.]*

(3) Mobilization Day (M-Day). The day the Secretary of Defense directs that mobilization commences, based on a decision by the President, the Congress, or both. All mobilization planning is based on this date.

(4) Ready-to-Load Date. The date a unit is projected as capable of departing home station.

(5) Estimated Date of Departure (EDDA/EDDS). A projected date after M-Day when a unit expects to depart from the MS enroute to the port of embarkation (POE). Movement to an air POE is labeled EDDA; a sea POE is labeled EDDS.

e. The information described in the preceding paragraph is available from your MSC, from the Mobilization Troop Basis Stationing Plan (MTBSP), and from FORSCOM Reg 500-3-3, RCUCH.

f. Become familiar enough with your unit mobilization file to be able to turn to all pertinent data upon request. Ensure that your unit mobilization file is complete IAW higher headquarters and FORSCOM Reg 500-3-3, RCUCH. You should also be familiar with the MSC Mobilization Plan. List your next higher headquarters and MSC points of contact and phone numbers for mobilization.

g. Units must move to their mobilization stations, complete administrative processing, and conduct critical training required before deployment. Time is a constraint. Be sure to develop the post-mobilization training schedule during the long-range planning period. Coordinate this schedule with the mobilization station to resolve potential scheduling conflicts. Accomplish this coordination by submitting a Post-mobilization Training and Support Requirements (PTSR) Report annually to your mobilization station.

8-2. Mobilization procedures

a. Alert Phase.

(1) Authenticate the alert message with a return telephone call to higher headquarters. Begin administrative processing as quickly as possible following the alert order or call to active duty. Schedule additional

unit assemblies as authorized by the alert message to accomplish the processing. Upon alert notification, immediately request your higher headquarters authorize bringing your key personnel on active duty prior to mobilization to expedite transition.

(2) Notify unit members of the alert as rapidly as possible, consistent with security requirements, and implement applicable portions of the unit alert/assembly plans. Announce the unit assembly location to unit members.

(3) If previously designated by the MSC, appoint a Class "A" Agent (CAA) and/or Mobilization Purchasing Authority (MPA) to be effective the date the unit is alerted. Have CAA and MPA kits preassembled and ready to use IAW appendices B and C of FORSCOM Reg 500-3-3, RCUCH.

(4) Notify the Joint Uniform Military Pay System-RC input system by order or telephonically to initiate conversion to active duty status.

(5) Review and update the PTSR, FORSCOM Form 319-R.

b. Alert receipt acknowledgement. Unit members should report to home station or alternate assembly area on the specified date. Those unable to report for any reason must inform you, as the unit commander, or have someone report it by telephone or telegraph, so you know before midnight on the date the unit enters on active duty.

c. Your actions.

(1) Notify your MSC of the key personnel ordered to active duty in advance of the unit to help prepare the unit for active duty.

(2) Terminate all excused absences to ensure attendance at home station on effective date of active duty.

(3) Order unit members to active duty.

(4) After receipt of the order to active duty, prepare and issue unit orders, by name, to all members of the unit.

(a) Prepare unit orders in accordance with FORSCOM Reg 500-3-3.

(b) Distribute orders in accordance with FORSCOM Reg 500-3-3, chapter 2, Phase II, Task 8.

(5) Provide members with copies of orders as quickly as possible. Each member is required to sign and date one copy to be filed in their MPRJ. Send by certified mail, restricted delivery, with return receipt requested, if not given in person.

(6) Send the records of those not being mobilized to your MSC. Unit members awaiting IET will be reassigned to training centers after the effective date of the order to active duty.

(7) Notify your MSC of unit members on IET or ADT. Process no prior service (NPS) personnel awaiting IET or still at basic combat training (BCT) IAW Table 2-1, Rule 1, FORSCOM Reg 500-3-3.

(8) Transfer individual records to the MSC for all "no show" personnel and those authorized a delay beyond the unit's deployment date. Prepare individual summary statements for all "no shows" and put them in their MPRJs.

(9) Review, amend as necessary, and forward the Record of Emergency Data (DD Form 93) for each member IAW AR 600-8-1.

(10) Notify members who could be authorized individual travel to make their own arrangements to comply with the reporting date at HS or MS as directed in the orders. Members authorized individual travel at government expense are those who are authorized delayed entry or need to travel as individuals. Some categories are:

- (a) Sick/injured but able to travel.
- (b) Granted delay in reporting for active duty.
- (c) Ordered to active duty in advance of parent unit.
- (d) Located at a place other than permanent home address and cannot meet unit's movement timing.

(e) Attached to other units for training purposes and who do not reside within commuting distance of HS/MS to which called or ordered to active duty.

(11) Determine commuting distance by local practice such as distance, travel time, and available modes. This is the distance a member may be expected to travel from home to his/her first duty station when departing at a reasonable hour on reporting date and arriving when the normal duty begins.

(12) Review rules which may require personnel actions during mobilization processing and establish personnel action procedures.

(13) Update security clearance roster for assigned members, initiate required clearance requests not completed during planning phase, and conduct security orientation briefing. Contact your regional security team telephonically and request immediate security clearance verification for AGR and AC personnel (MS will require verification). The regional security team will provide guidance on procedures to follow if clearance requests have not previously been processed or there are any other requirements.

(14) Delay. If necessary, use the delay authorization letter in the format as shown in AR 610-25.

(15) Review or complete the application for Dependent ID Cards (DD Form 1172) or issue the ID Card (DD Form 1173) prior to departing for the MS if possible. The MSC DCSPER, through the RAPIDS terminal, can assist with this action. If not, provide the DD Form 1172 for issue of the DD Form 1173 from the nearest military installation. If none are nearby, complete DD Form 1173 at MS and mail it back to family members. (Follow the mail-in procedures given in FORSCOM Reg 500-3-3.)

(16) Submit Post Office Change of Address Order (PS Form 3575) to Pinpoint Distribution, Baltimore MD 21220.

(17) Prepare Duty Roster (DA Form 6) IAW AR 220-45.

(18) Prepare OERs and NCOERs IAW ARs 623-105 and 623-205.

(19) Prepare Change of Address Card (DA Form 3955) for all members.

(20) Explain the required articles of the UCMJ to all enlisted personnel IAW Article 137, UCMJ.

(21) Read and explain the Code of Conduct, AR 350-30, to all unit members.

(22) Conduct Subversion and Espionage Directed Against the Army (SAEDA) briefing for all personnel and explain security requirements established for facilities and personnel.

(23) Make final coordination for HS support plans: lodging, subsistence, POL, and maintenance.

(24) Prepare to physically inventory unit property and to conduct a showdown inspection. Conduct inventory and showdown inspection at the lowest possible hand receipt level or supervisory level.

(25) Review and coordinate the Unit Mobilization Plan, the Unit Retrieval Plan, and the Automated Unit Equipment List.

Chapter 9 Medical

9-1. General

As the commander, you are responsible for all aspects of health, wellness, and the enhancement of preventative medicine measures in the unit. You can and should make command decisions concerning the health of the unit.

9-2. Emergency Medical System (EMS)

a. An SOP should be in place to facilitate emergency medical care at each reserve center. This SOP should address both routine and after duty hour procedures. Telephone numbers of the area emergency medical services and/or local hospitals should be readily available and posted.

b. If you are a remote site commander, you should consider alternative transport methods for soldiers needing emergency medical care. Many local communities have established helicopter or air assets on call to support remote locations. Include telephone numbers and how to make appropriate requests in your SOP.

9-3. Sick call

a. Sick call hours will not be held during IDT assemblies. However, if a reservist becomes ill or injured while in a drill status and a military facility is within commuting distance, the first sergeant/commander can provide the soldier with a DD Form 669, Sick Slip, and refer the soldier for treatment. If the soldier requires inpatient treatment, then transfer the soldier to the nearest civilian facility or refer him/her to their family physician.

b. All AC and/or AGR soldiers are eligible to report for sick call at a military facility. These soldiers are eligible for medical care based upon their active duty status. The first sergeant/commander or the individual's immediate supervisor can sign the sick slip. If any of these individuals are determined to be medically unsuitable for duty, they will be admitted to a Medical Treatment Facility (MTF) or confined to quarters. When local military facilities are not available, these soldiers may seek treatment from civilian sources. The total cost for non-emergency medical treatment may not exceed \$500 without prior authorization from the supporting health service area MTF.

9-4. Medical care entitlements

a. For weekend drills, reservists receive limited military health care; their families receive none at all.

b. If a unit member suffers an injury, you should initiate an informal investigation (known as a "line of duty" (LOD) determination) and provide assistance to the soldier to gain medical treatment. If the investigation determines the injury was incurred during training or in the line of duty, the military will pay for emergency medical treatment and follow-up. Should the soldier be unable to perform his/her civilian job, he/she may be eligible for incapacitation pay. If the injury resulted from the member's negligence or misconduct, care will not be provided at the government's expense.

c. Illnesses are different. If a reservist becomes ill while training on a weekend, a military hospital or clinic can treat the symptoms, but only for the period of training.

d. Dental care is provided only in an emergency, such as an injury incurred in the line of duty. An example is breaking a tooth. All other dental problems require the reservist to seek treatment from a civilian dentist, without financial help from the military.

e. Reservists are only authorized to receive care at military clinics and hospitals during AT or extended active duty (more than 30 days). Family care is available; space permitting. Dental care is available as needed to prepare the soldier for deployment.

f. All AC/AGR soldiers are entitled to medical care at Army expense. Care is provided at the nearest military facility. Where there are no Federal MTFs, a civilian medical care provider may be chosen with authorization from the immediate commander after determining that the total cost for the entire course of non-emergency medical treatment for a specific condition will not exceed \$500. The military will pay for emergency life-threatening procedures without regard to dollar limitations. This also applies to dental treatment for the AC/AGR soldier.

g. Once reservists are activated, the treatment they and their families receive is the same as their active duty counterparts. That equal benefit is in U.S. Code, Title 10.

9-5. Immunizations and chemoprophylaxis

Review individual immunization records to ensure soldiers meet the requirements of AR 40-562, plus any additional immunizations required by the immediate mobilization scenario.

a. Schedule administration of required immunizations by appropriate medical units or facilities. Preventative medicine agencies maintain current health threat assessments based on disease prevalence in specific geographical regions. Provide additional specific vaccines to soldiers deploying to areas where there is an incidence of disease and likelihood of exposure.

b. Immunization/reimmunization requirements for AC and RC soldiers are prescribed in AR 40-562. Requirements differ based on the category of unit. Specific categories are as follows:

(1) Personnel assigned to units with a latest arrival date (LAD) of C to C+30. (C-day is defined as unnamed day on which a deployment operation commences or is to commence.) These units are otherwise referred to as "alert forces."

(2) Personnel assigned to units with a latest arrival date (LAD) of C+31 or later, referred to as "non-alert forces."

c. Medical personnel will document immunizations on SF 601 in the soldier's health record and the member's PHS Form 731.

9-6. Physical examinations

It is the responsibility of each individual reservist to maintain their medical fitness. This includes correcting remedial defects, avoiding harmful habits, and controlling weight. It also includes seeking medical advice when their physical well-being is in question.

a. All officers, warrant officers and enlisted personnel of the Army, regardless of component, require a periodic medical examination. Army reservists require a medical examination every 5 years. Individuals who want to enter ADT or active duty may require additional physical examinations. As a commander, you can request a "fit for duty" evaluation, if an individual service member's (SM's) physical fitness is being evaluated.

b. Examinations may be done at Active Component Army Medical Treatment Facilities (MTF), at Army Reserve Medical Examination Facilities (MEF), or by a contracted civilian physician.

c. Soldiers qualify for retention if they meet military standards (AR 40-50I). Refer soldiers who appear to be medically unfit for a medical board (AC/AGR) or process them for separation action (USAR).

d. The cardiovascular screening program (CVSP) becomes a part of each soldier's physical after reaching his/her 40th birthday.

(1) Conduct the initial CVSP screening on the periodic physical examination coinciding with the 40th birthday for all AC/AGR personnel.

(2) During the CVSP screening, if a reservist does not pass Phase I, refer him/her to his/her civilian

physician for further diagnosis and treatment; schedule AC/AGR soldiers at an MTF for further diagnosis and clearance.

9-7. Profiles

The physical profile serial system is based primarily upon the function of body systems and their relation to military duties.

- a. The parts affected and the function involved are:
 - (1) P - Physical capacity or stamina.
 - (2) U - Upper extremities.
 - (3) L - Lower extremities.
 - (4) H - Hearing and ears.
 - (5) E - Eyes.
 - (6) S - Psychiatric.
- b. Four numerical designations are assigned for evaluating the individual's capacity:
 - (1) 1 - Possesses a high level of medical fitness.
 - (2) 2 - An individual possesses some medical condition or physical defect which may impose some limitations on classification and assignment.
 - (3) 3 - The individual has one or more medical conditions or physical defects that require certain assignment restrictions. The individual should receive assignments commensurate with his/her physical capability for military duty.
 - (4) 4 - The individual has one or more medical conditions or physical defects of such severity that performance of military duty must be drastically limited.
- c. Profiles may be permanent or temporary.
 - (1) PERMANENT (P) - The medical condition or physical defect is not expected to change. Permanent 3 profiles and permanent 2 profiles requiring major assignment limitations require the signatures of a minimum of two profiling officers.
 - (2) TEMPORARY (T) - The condition is considered temporary; the correction or treatment of the condition is advisable; and correction usually will result in a higher physical capacity. The "T" modifier is normally granted for 90 days. Temporary profiles not requiring major assignment limitations require only the signature of one profiling officer.
- d. Use DA Form 3349, Physical Profile, to record both permanent and temporary profiles.
- e. When issuing a permanent profile to a reservist, you must complete the DA Form 3349. As the commander, you should assess the soldier's capability of performing their military duty. If the soldier requires a change in MOS or duty assignment to one that is no longer available within the unit, forward the soldier's records to the MACOM for consideration of a new assignment. Should this not be possible, initiate separation action.
- f. An AGR soldier issued a permanent profile of "3" or higher in one or more of the PULHES factors is mandatorily referred for evaluation to an MOS/Medical Retention Board (MMRB). The MMRB determines if the soldier is fit to perform the duties of his/her primary

MOS, requires reclassification, should be placed in a probationary status for 6 months and then reevaluated, or should be referred to a Medical Evaluation Board (MEB)/Physical Evaluation Board (PEB).

g. The use of private physician sick slips as a temporary profile is authorized for our reservist personnel. These profiles are only valid for 90 days. The note should state the reason for the excuse, any limitations, and the expected duration. A military physician must confirm conditions expected to last beyond 90 days or requests to extend the excuses. This provides you the flexibility to use valid documentation of illness/injury occurring between drill assemblies that affects the soldier's duty performance. However, as the commander, you should refer soldiers with repetitive excuses for a fitness for duty evaluation.

9-8. Preventative medicine issues

Preventative medicine measures (PMM) are simple, common sense actions that any soldier can perform and every leader must know. Soldiers perform individual preventive medicine measures. The chain-of-command plans for and enforces PMM. Field sanitation teams train soldiers in PMM and advise you on implementation of unit level PMM. As commanders, you should ensure the best and safest water, food, equipment, shelter, sanitation and sleep possible under the circumstances of the mission for all the unit's members.

a. Heat injuries.

(1) Work in high environmental temperatures can easily result in heat injuries that include heat cramps, heat exhaustion, and heat stroke. All require medical treatment; however, heat stroke is a very serious injury that can result in permanent injuries and fatalities in many of those who receive even proper medical treatment.

(2) Use your medical subject matter experts and field sanitation team to train individuals and their leaders in the different types of heat injuries, their prevention, recognition, and treatment.

(3) Obtain weather forecasts for the time and area of training, as it pertains to the projected missions. Remember to take sufficient water and enforce regular consumption to help prevent injury in a hot climate.

(4) Acclimate personnel by having them work through increasing activities and amounts in hot environmental temperatures.

(5) Have a medical plan in case individuals require treatment for possible heat injuries. Watch them all for worsening conditions, which can be life threatening should symptoms develop. When there is reason for concern, seek medical help early.

(6) Obtain and use wet bulb globe dry temperature (WBGT) to determine permissible physical activities for a given environment. Periodically monitor these values, as they change throughout the day.

(7) Recognize the risks posed by mission-oriented protection posture (MOPP) gear and other equipment that

reduces the ability of the body to cool itself through the evaporative cooling of sweat.

(8) Modify wear of the uniform to enhance loss of heat from the body and reduce its accumulation.

(9) Identify and modify training/activities for soldiers with a prior history of heat injury; those who are ill; those who have become fatigued and sore from vigorous physical training and long work hours; or those who are taking medications. An individual with a hangover is susceptible to heat injury due to dehydration and the associated insult of alcohol.

b. Cold injuries.

(1) Cold weather operations increase safety risks and pose a significant threat for causing a serious injury.

(2) Cold weather injuries can occur at relatively warm temperatures when the threat is not apparent. When immersed in water below a temperature of 68 degrees Fahrenheit, heat loss from the body begins to exceed the capacity to generate it and body temperature begins to fall. If immersed for a sufficient time period in cold water, hypothermia develops. It can become rapidly fatal if the temperature of the body drops sufficiently. Trenchfoot and immersion foot represent tissue damage associated with exposure of tissue to temperatures below 50 degrees for a sufficient time. Frostbite and freezing destroy tissue and result in a loss of body structures.

(3) Obtain weather forecasts for the time and area of training and correlate with the intended missions. Determine and use wind-chill factors. Give proper training and clothing to all soldiers involved.

(4) Rotate guards or other soldiers performing inactive duties.

(5) Enforce individual preventive medicine measures. Training in recognition of signs and symptoms of cold injuries such as chilblain, frostbite, hypothermia, immersion, and trenchfoot are essential. While some injuries are superficial and not serious enough to require evacuation, others can cause permanent injury or death.

(6) Regular water intake is essential in cold environmental conditions due to increased moisture losses through the lungs.

(7) Take specific measures to preserve body heat and maintain the effectiveness of protective clothing throughout the entire mission.

(8) Identify soldiers who might have particular susceptibility to cold injury, such as those having a tall and thin body build, circulatory problems, or previous injuries and illness.

(9) Refer to USARC Pamphlet 385-1 for detailed guidance on the prevention of cold weather injuries.

9-9. Deployment preparedness

- a. Schedule soldiers for periodic physicals.
- b. Soldiers over 40 must receive or have documentation of additional cardiovascular screening.
- c. Ensure issue of Medical Warning Tags and that DA Labels l62 are on health records.

d. Ensure immunizations are current. Individuals need to have health records posted and have an up-to-date PHS Form 731.

e. Identify personnel who wear spectacles and/or hearing aids. Require each soldier to provide a copy of the latest civilian prescription for spectacles/hearing aid and file it in their medical record.

f. Identify personnel requiring lens inserts for protective masks. Personnel with biocular visual acuity of 20/70 or worse and riders of military vehicles with visual acuity of 20/40 or worse must have lens inserts.

g. Ensure personnel have a 60-day supply of medications required for medical conditions/diseases.

h. Recommend individuals with prosthetic devices bring appropriate maintenance items and/or substitution devices.

i. Ensure all soldiers have complete dental health records. A panoramic film (PANOREX) must be within the dental record and a copy on file at the central storage facility. Have dental personnel evaluate any soldier wearing dental appliances/devices prior to deployment.

j. Ensure screening of unit members at least every 24 months for HIV. Transfer individuals who are confirmed HIV antibody positive to a non-deploying unit.

Chapter 10 Safety

10-1. General

The Army's policy is to minimize accidental loss of personnel and other resources to provide more efficient use of resources and enhance combat readiness. Safety is a command responsibility in which every unit member takes part. You should develop a safety program that will reduce accidents without adversely affecting the assigned mission or training. Review the following points.

10-2. Safety program

Suggested steps to organize a good safety program:

- a. Formulate a policy for accident prevention.
- b. Integrate safety factors into all operations and training activities.
- c. Appoint a unit safety officer to assist you.
- d. Request engineering revision to eliminate unsafe design, hazardous layout, or inadequate maintenance of facilities and equipment.
- e. Train personnel in safe habits, practices, and skills. Enforce all standards.
- f. Inaugurate remedial training programs for persons involved in accidents.
- g. Be responsive to unsafe acts and unsafe conditions during all unit activities. Correct them immediately.
- h. Develop a pre-accident plan that ensures immediate reporting and investigation of accidents, IAW AR 385-40 and higher headquarters' guidance.
- i. Appoint an officer to quickly investigate and determine the causes of accidents and to make line of duty

determinations. Expeditiously report accidents to the next higher headquarters.

j. Investigate minor accidents even when they do not require an accident report. Correcting causes of minor accidents may help prevent more serious accidents. Look for trends; e.g., same driver or same kind of equipment failure.

k. Require unit officers and NCOs to implement accident prevention measures, safety inspections, and follow-up supervision on a regular basis. Spot check, follow-up, then spot check again.

l. Ensure equipment/vehicle operators are properly selected, trained, and licensed.

10-3. Risk management program

Develop a risk management program to identify risks in all activities; to assess the risk; to develop means to eliminate or control the risks; and to ensure risk decisions are made at the appropriate level of command. Risk management is the cornerstone of an effective safety program and allows the commander to make informed risk decisions. It also allows commanders to conduct high risk training while minimizing the risk of accidental injury or property damage.

Chapter 11

Military Support to Civil Authority

11-1. Immediate response

a. Immediate response is that action taken by a military commander or by responsible officials of other DOD agencies to provide support to civil authorities to save lives, prevent human suffering or mitigate great property damage when imminently serious conditions exist and time does not permit prior approval from higher headquarters. The established procedures and guidance for commanders to provide military support to civil authorities (MSCA) under the immediate response authority within the 48 contiguous states, District of Columbia, Puerto Rico and the U.S. Virgin Islands are summarized below.

b. Immediate response may include DOD assistance to civil agencies in meeting the following types of needs as outlined in DODD 3025.1. As commanders, you need to be aware that this is not a blanket provision to provide assistance.

(1) Rescue, evacuation, and emergency medical treatment of casualties, maintenance or restoration of emergency medical capabilities, and safeguarding the public health.

(2) Emergency restoration of essential public services (including fire-fighting, water, communications, transportation, power, and fuel).

(3) Emergency clearance of debris, rubble, and explosive ordnance from public facilities and other areas to permit rescue or movement of people and restoration of essential services.

(4) Recovery, identification, registration, and disposal of the dead when serious health concerns exist.

(5) Monitoring and decontaminating radiological, chemical and biological effects, controlling contaminated areas, and reporting through national warning and hazard control systems.

(6) Roadway movement control and planning.

(7) Safeguarding, collecting, and distributing food, essential supplies and material on the basis of critical priorities.

(8) Damage assessment.

(9) Interim emergency communications.

(10) Facilitating the re-establishment of civil government functions.

c. Be cognizant of the funding and legal impacts in providing immediate response. The USARC can provide funding and/or legal advice without delay.

d. You should request that civil authorities reimburse DOD for support provided. However, do not delay or deny immediate response because of the inability or unwillingness of the requester to reimburse DOD. Accordingly, because FEMA is not obligated to reimburse DOD for support that it does not request or validate, the costs incurred in an immediate response may not be reimbursed.

e. There are numerous legal issues to consider in providing immediate response. Application of common sense and good judgment will usually resolve most situations and avoid legal difficulties. You should consult with your servicing staff judge advocate or other appropriate legal advisers, if available, prior to providing immediate response.

(1) Consider the personal liability of the commander for conduct that may damage property or injure persons. If the immediate response is beyond the scope of the commander's authority, then the commander may face personal liability for his/her actions.

(2) Immediate response will not include the performance of civil law enforcement functions. The Posse Comitatus Act, U.S.C. Section 1385, prohibits enforcement of civilian laws.

f. As USAR commanders, you may provide immediate response when in an Active Duty (AD) or active duty for training (ADT) status. If you receive a request for immediate response when your unit is not on AD or ADT status, you may place your unit on ADT status under the rescheduling of AR 140-1, paragraph 3-12. However, you may not provide disaster assistance beyond the immediate response conditions without approval from HQ, USARC.

11-2. Presidential disaster declaration procedures

a. Prior to a Presidential disaster declaration.

(1) Military operations always have priority over MSCA, unless otherwise directed by the Secretary of Defense. As a commander or official acting under the immediate response authority of DODD 3025.1, you must consider the impact that providing immediate response

would have on your military mission and the survival of your unit.

(2) Notify USARC, through your chain-of-command to the Regional Support Command (RSC) senior commander, by the most expeditious means, and seek USARC guidance for continuing assistance whenever DOD resources are committed under immediate response circumstances.

b. Following a Presidential disaster declaration.

(1) Whenever possible, route all requests from civil authorities for military support through FEMA for review and authorization before providing the requested support. Whenever military support is provided without direct authorization or tasking by FEMA, seek approval from FEMA as soon as possible. You should submit the authorization request through your chain-of-command to HQ, USARC for coordination and action.

(2) When requests from civilian authorities for immediate response occur after a Presidential disaster declaration, route a request for approval through your chain-of-command to FEMA (at the same time immediate response is being provided) for FEMA to provide a mission number and possible relief by other assets.

Chapter 12 Historical Programs

12-1. Unit history

Proud soldiers form the backbone of any successful military organization. Skillfully used by the commander, unit history can be most valuable in instilling a strong sense of pride in the members of an Army Reserve unit. Because the use of incorrect history could damage the morale of a unit, determine the authenticity of existing histories through careful examination before acceptance. The Office of the Command Historian (OCH), USARC, is the best place to start your search for unit history.

a. Historical documents. Many units, especially smaller ones, have no written histories, but some historical information about them is usually available. Unit records, such as muster rolls, operations or after-action reports, morning reports, and other similar documents can be invaluable for tracing a unit's past.

b. Heraldic symbols. The history of a unit manifests itself in many ways other than in written form---tangibly in such symbols as flags, colors, and standards, streamers for campaigns and decorations, distinctive insignia, shoulder sleeve insignia, and organizational historical property. For Army Reserve organizations, the lineage and honors function is coordinated through the USARC Command Historian and performed by the Organizational History Branch, United States Army Center of Military History (CMH).

c. Lineage and honors. The basic document showing a unit's history is the official ***Lineage and Honors Certificate***, which is prepared and issued by CMH to all flag, color, and separate guidon-bearing units that are

organized under a TOE. The original certificate is suitable for framing and prominent display within the unit's area.

d. Coats of arms. The United States Army Institute of Heraldry uses the historical data provided by the certificates in creating coats of arms displayed on unit colors and unit insignia worn on uniforms.

e. Written history. While Lineage and Honors Certificates are not intended to be full histories of units, they do form the framework around which more complete histories can be written. The CMH pamphlet, ***Organizational History: Its Preparation and Use***, suggests content and format for unit histories and provides references and sources for information about Army organizations.

f. Ceremonies. The CMH furnishes other certificates that assist in fostering esprit de corps--those for unit days, special designations, and memorial awards.

g. History files. Units down to the separate company, troop, or battery are required to establish an Organizational History File for items such as unit histories, photographs, copies of lineage and honors certificates, correspondence about unit lineage and honors, and other material relating to the unit's history and traditions. Only retire this file when the unit is inactivated.

h. Unit history has many uses. It can help you, the commander, in inspiring members of the unit to excel in garrison or in the field. Heraldic symbols are tangible illustrations of a rich heritage. A sense of community pride may even stem from an Army Reserve unit having been raised or having served in an area. Veterans use unit history in reminiscing about their service with relatives and friends.

i. Your unit historical activities can be guided by information available in AR 840-10, Flags and Guidons; AR 870-5, Military History Responsibilities, Policies, and Procedures; and AR 870-15, Army Art Collection Program.

12-2. Historical artifacts

Historical artifacts can create a strong sense of kinship with the unit's past. In fact, displays of unit historical artifacts may provide your soldiers continuity with military life in earlier times, as well as with the honored members and veterans of the unit. Some Army Reserve units display objects related to their military history in trophy rooms, while others display their memorabilia in organized "historical holding" rooms.

a. Collection. As commanders of Army Reserve units, you should locate and identify historically significant and lineage-related artifacts of particular significance to your organizations. Acquiring and/or assembling a historical collection obligates not only you, but all successors as well, to preserve and employ the collection in the interest of history, the Army, and the American people.

b. Accessioning. The CMH must approve, in writing, acquisition of historical artifacts by uncertified Army museums and historical holdings. You may maintain historical collections under the custody of an Army historical holding recognized by the CMH. Establish accountability of historical artifacts within 24 hours of receipt. The USARC OCH may provide assistance in coordinating these matters.

c. Donations. Individuals, private associations and organizations, and municipal, state, and foreign governments may donate artifacts to Army museums. Complete DA Form 5572-R for such items, have the donor or authorized representative sign the form, and maintain it in the historical holding files.

d. Accountability. Catalog each artifact within 30 days on a DA Form 2609, which constitutes the primary record of all historical artifacts, and send a copy to CMH. If you have historical holdings, conduct a biennial inventory of your collections in the odd-numbered years, using these property catalog cards. Send a statement that the inventory has been completed, together with an explanation of any shortages or damages through the chain-of-command to HQDA (DAMH-HSM).

e. Transfers. You feel that your unit historical holding facility should not or cannot accept custody of a historical artifact, coordinate with the CMH for instructions. Contact the USARC OCH, for assistance with this type of action. Complete all transfers of this kind within 60 days.

f. The artifact has unlimited power in teaching military history. Although historical holding area restrictions prohibit treating any subject in great depth, a well-executed historical exhibit may stimulate the soldier to learn more about the unit and the subject encountered from available written history. On the other hand, some of the artifacts seen in an exhibit may not actually broaden the soldier's knowledge but will reinforce and clarify what is already known.

g. Additional guidance and procedures are available from the following sources:

- (1) AR 870-20 Museums and Historical Artifacts
- (2) AR 735-5 Basic Policies and Procedures for Property Accounting
- (3) AR 1-100 Gifts and Donations

Chapter 13

Special Interest Items

13-1. Physical fitness and weight control

A basic element of readiness is the physical condition of unit members. Place command emphasis on and take a personal interest in physical fitness. Enforce the tenets of

the Army Weight Control Program. Review and test all personnel to comply with established standards. Conduct the weight control program safely and correctly IAW AR 600-9. Take immediate action on those who fail to meet program goals. Set the pace and the example.

13-2. Total Army Performance Evaluation System (TAPES)

The Civil Service Reform Act of 1978 outlines specific guidance for federal employee training and job performance evaluation. Use TAPES as you supervise the unit's civilian employees. The unit's civilian employee program will succeed only when critical job elements and performance standards follow the duties and responsibilities in employee job descriptions.

13-3. Dedicated Procurement Program (DPP)

The DPP is a program initiated by Congress that specifically dedicates funds or equipment to the USAR to improve equipment-on-hand readiness of units. The USARC DCSLOG serves as the executive agent and annually provides OCAR Logistics Division a listing of items to be procured. The Office of the Chief, Army Reserve releases funds to the Army Materiel Command and the Army Medical Materiel Agency who then execute contracts for major end items and components (if applicable). Once items are procured, the MSCs are notified of any pending fieldings of items that they will receive through this program. The MSC then informs unit commanders of items that they will receive through this program. AR 700-140, Reserve Components Dedicated Equipment Distribution Program, contains additional information and special accounting requirements.

13-4. Force modernization

a. Distribution, funding, documentation, fielding and training of Force Modernization in the USAR remains a management priority. Systems are fielded to the USAR as "Total Package Fielding" and contain the end item, support items, publications and essential training.

b. Force Modernization distribution plans are available to the MSC and reflect UIC level of detail for planned fieldings of equipment. Part of the fielding process includes preliminary briefings and meetings that take place in preparation for receipt of new equipment. Such activities should usually include unit commanders, as they are the focal point for ensuring soldiers are available for the new equipment training.

13-5. Order of Precedence of Awards & Decorations

See table 13-1 below.

Table 13-1. Award and Decoration Precedence	
PRECEDENCE	AWARD
1	Medal of Honor
2	Distinguished Service Cross Service Medal
3	Defense Distinguished Medal
4	Distinguished Service
5	Silver Star
6	Defense Superior Service Medal
7	Legion of Merit
8	Distinguished Flying Cross
9	Soldier's Medal
10	Bronze Star Medal
11	Purple Heart
12	Defense Meritorious Service Medal
13	Meritorious Service Medal
14	Air Medal
15	Joint Service Commendation Medal
16	Army Commendation Medal
17	Joint Service Achievement
18	Army Achievement Medal
19	POW/MIA Medal
20	Good Conduct Medal
21	Army Reserve Components Achievement
22	Army of Occupation Medal
23	National Defense Service Medal
24	Korean Service Medal
25	Antarctica Service Medal
26	Armed Forces Expeditionary Medal
27	Vietnam Service Medal
28	Southwest Asia Service Medal
29	Humanitarian Service Medal
30	Armed Forces Reserve Medal
31	NCO Professional Development Ribbon
32	Army Service Ribbon
33	Overseas Service Ribbon
34	Army Reserve Components Overseas Training Ribbon
35	United Nations Service Medal
36	Inter-American Defense Board Medal
37	United Nations Medal
38	Multinational Force and Observers Medal
39	Republic of Vietnam Campaign Medal
40	Kuwait Liberation Medal

13-6. Seven “Sins Of Leadership”

Stand in front of a mirror and try these on for size. These seven “sins of leadership” cancel out cooperation.

- a. Trying to be liked rather than respected.
 - (1) Don't accept favors from subordinates or do special favors trying to be liked.
 - (2) Don't substitute popular decisions for the right ones.
 - (3) Don't be soft about discipline.
 - (4) Don't party or socialize with subordinates.
 - (5) Have a sense of humor.
- b. Failing to ask subordinates for their advice and help.
 - (1) Make them believe a problem is their problem, too.
 - (2) Encourage individual thinking.
 - (3) Make it easy for them to communicate their ideas to you.
 - (4) Follow through on their good ideas.
- c. Failing to develop a sense of responsibility in subordinates.
 - (1) Allow freedom of expression.
 - (2) Give each person a chance to learn his/her superior's job.
 - (3) When you give responsibility, give authority too.
 - (4) Hold subordinates accountable for results.
- d. Emphasizing rules rather than skill.
 - (1) Give a person a job to do—and then let him/her do it.
 - (2) Let soldiers improve their own job methods.
- e. Failing to keep criticism constructive.
 - (1) When something goes wrong, do you tend to assume who's at fault?
 - (2) Do your best to get all the facts first.
 - (3) Do you control your temper?
 - (4) Do you praise before you criticize?
 - (5) Do you listen to both sides of a story?
 - (6) Do you allow a person to retain dignity?
 - (7) Do you suggest specific steps to prevent recurrence of the mistake?
 - (8) Do you forgive and forget?
- f. Not paying attention to soldier gripes and complaints.
 - (1) Make it easy for them to come to you.
 - (2) Get rid of red tape.
 - (3) Explain the grievance machinery.
 - (4) Help people voice their own complaints.
 - (5) Always grant a hearing.
 - (6) Practice patience.
 - (7) Ask a complainer what he/she wants you to do.
 - (8) Don't render a hasty or biased judgment.
 - (9) Get all the facts.
 - (10) Let the complainer know what your decision is.
 - (11) Double-check your results; learn from mistakes.
 - (12) Be concerned.

- g. Failure to keep soldiers informed.
 - (1) Let people know where they stand with you.
 - (2) Praise people properly.
 - (3) Let your close assistants in on your plans early.
 - (4) Let people know as early as possible of changes that will affect them.
 - (5) Let them know of changes that will NOT affect them about which they may worry.

13-7. Ten tips for commanders

As commanders, you hold the key to good relations. Maintaining good relations is an important element of success. Its importance is evidenced by the number of books and articles that have been published about it. Their contents, however, can be summed up in ten short sentences:

- a. Give clear directions—ahead of time.
- b. Never criticize within hearing of third parties.
- c. Commend a soldier for a job well done.
- d. Speak politely to soldiers.
- e. Listen to them attentively without interrupting.
- f. Give top attention every day to any soldier communications that require a reply.
- g. Exchange ideas with subordinates; enlist their cooperation and suggestions toward developing better methods and procedures.
- h. Within the limits of your responsibility, delegate as much as you can.
- i. Give every worker a chance to train for promotion.
- j. Make all soldiers feel they belong and are valued members of your team. Allow them to learn from their mistakes.

13-8. Handouts and lists

The Army Reserve Readiness Training Center (ARRTC) staff may give you, or provide upon request, the following handouts and lists.

- a. Acronym and Abbreviation List.
- b. Information about the Classes of Supply.
- c. Supply Terminology.
- d. List of Commonly Used Forms.
- e. Summary of OPMS-USAR.

Appendix A References

Section I

Required Publications

- AR 30-1 (The Army Food Service Program). Cited in para 6-5.
- AR 37-104-10 (Military Pay and Allowances Procedures for Reserve Components of the Army (JUMPS-RC-Army)). Cited in para 3-12.
- AR 40-501 (Standards of Medical Fitness). Cited in para 3-5.
- AR 135-7 (Incentive Programs). Cited in para 3-12.
- AR 140-1 (Mission, Organization and Training). Cited in paras 3-8, 3-12, 11-1.

- AR 140-185 (Army Reserve Training and Retirement Point Credits and Unit Strength Accounting Records). Cited in paras 3-8.
- AR 190-11 (Physical Security of Weapons, Ammunition and Explosives). Cited in para 4-2.
- AR 190-14 (Carrying of Firearms and Use of Force for Law Enforcement and) Security Duties). Cited in para 4-2.
- AR 220-1 (Unit Status Reporting). Cited in paras 7-1, 7-2, 7-4.
- AR 360-81 (Command Information Program). Cited in para 3-19.
- AR 385-40 (Accident Reporting and Records). Cited in para 10-2.
- AR 600-8-1 (Army Casualty and Memorial Affairs and Line of Duty Investigations) Cited in para 8-2.
- AR 600-9 (The Army Weight Control Program). Cited in para 13-1.
- AR 600-38 (The Mealcard Management System). Cited in para 6-5.
- AR 623-105 (Officer Evaluation Reporting System). Cited in para 8-2c(18).
- AR 623-205 (Enlisted Evaluation Reporting System). Cited in para 8-2c(18).
- AR 710-2 (Supply Policy Below Wholesale Level). Cited in para 6-2.
- DA Pam 25-30 (Consolidated Index Army Pubs and Forms). Cited in para 3-11.
- DA Pam 710-2-1 (Using Unit Supply System (Manual Procedures)). Cited in para 6-2.
- FORSCOM Reg 140-4 (USAR Retention Program). Cited in para 3-2.
- FORSCOM Reg 350-3 (Specialized Training in FORSCOM Active Army and Reserve Component Units). Cited in para 8-2c(21).
- FORSCOM Reg 500-3 -XX (FORSCOM Mobilization and Planning Execution System (FORMDEPS) (Vol. 1-10)). Cited in paras 3-5, 3-11, 8-1, 8-2.
- FORSCOM Reg 500-3-3 (Reserve Component Unit Commander's Handbook (RCUCH)). Cited in paras 8-1, 8-2.
- FORSCOM Pam 25-30 (Index of FORSCOM Publications and Blank Forms). Cited in para 3-11.
- USARC Pam 25-30 (Index of USARC Publications and Blank Forms). Cited in para 3-11.
- USARC Pam 37-1 (Joint Uniform Military Pay System - Reserve Components/Joint Service Software (JUMPS-RC/JSS)). Cited in para 3-12.
- FM 10-23-1 (Commander's Guide to Food Service Operations). Cited in para 6-5.
- FM 25-101 (Battle Focus Training). Cited in para 5-8.
- TC 25-30 (A Leader's Guide to Company Training Meetings (Apr 94)). Cited in para 5-8.

Section II**Related Publications**

		AR 140-10	(Assignments, Attachments, Details, and Transfers)
		AR 140-111	(Army Reserve Enlistment and Reenlistment)
AR 1-100	(Gifts and Donations)	AR 140-158	(Enlisted Personnel Classification, Promotion and Reduction)
AR 1-201	(Army Inspection Policy)	AR 140-192	(Organization, Training, Assignment and Retention Criteria for Military Intelligence, Electronic Warfare, and Signal Security Units)
AR 5-9	(Intraservice Support, Installation Area Coordination)	AR 140-315	(Employment and Utilization of USAR Technicians)
AR 11-1	(Command Logistics Review Program)	AR 165-1	(Duties of Chaplains and Commanders Responsibilities)
w/FORSCOM Suppl 1		AR 190-13	(The Army Physical Security Program)
AR 11-7	(Internal Review and Audit Compliance)	AR 190-40 w/USARC Suppl 1	(Serious Incident Report)
AR 11-22	(Mutual Support and Equipment Sharing Programs)	AR 190-51	(Security of Unclassified Army Property (Sensitive and Nonsensitive))
AR 11-30	(Army CAPSTONE Program)	AR 215-1	(The Administration of Army Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities)
AR 20-1	(Inspector General Activities and Procedures)	AR 215-5	(Nonappropriated Funds Accounting Policy and Reporting Procedures)
w/FORSCOM Suppl 1		AR 335-15	(Management Information Control System)
AR 25-1	(The Army Information Resources Management Program)	AR 340-3	(Official Mail Cost Control Program)
w/FORSCOM Suppl 1		AR 350-1	(Army Training)
AR 25-11	(Record Communications and the Privacy Communications System)	AR 350-3	(Tactical Intelligence Readiness Training)
AR 25-30	(The Army Integrated Publishing and Printing Program)	AR 350-17	(Noncommissioned Officer Development Program)
AR 25-50	(Preparing Correspondence)	AR 350-35	(Army Modernization Training)
AR 25-400-2	(Modern Army Records Keeping System)	AR 350-41	(Training in Units)
AR 30-18	(Army Troop Issue Subsistence Activity Operating Procedures)	AR 385-10	(Army Safety Program)
AR 36-2	(Audit Reports and Follow-up)	AR 385-15	(Water Safety)
AR 36-5	(Auditing Services in the Department of the Army)	AR 385-30	(Safety Color Code Markings and Signs)
AR 37-104-3	(Military Pay and Allowances Procedures Joint Uniform Military Pay System (JUMPS Army))	AR 385-55	(Prevention of Motor Vehicle Accidents)
AR 40-5	(Preventive Medicine)	AR 523-13	(The Army Terrorism Counteraction Program)
AR 40-25	(Nutritional Allowances)	AR 600-8-3	(Unit Postal Operations)
AR 58-1	(Management, Acquisition, and Administrative Use of Motor Vehicles)	AR 600-8-22	(Military Awards)
AR 135-2	(Full-Time Support Program)	AR 600-8-101	(Personnel Processing (In-and Out-and Mobilization Processing))
AR 135-18	(The Active Guard/Reserve (AGR) Program)	AR 600-8-104	(Military Personnel Information Management/Records)
AR 135-91	(Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures)	AR 600-8-105	(Military Orders)
AR 135-133	(Ready Reserve Screening Qualification Records System and Change of Address Reports)	AR 600-20	(Army Command Policy—Chapter 6: Equal Opportunity in the Army)
AR 135-155	(Promotion of Commissioned Officers and Warrant Officers other than General Officers)	AR 608-2	(Servicemen's Group Life Insurance (SGLI), Veteran's Group Life Insurance (VGLI), US Govt Life Insurance (USGLI), and National Service Life Insurance (NSLI))
AR 135-178	(Separation of Enlisted Personnel)		
AR 135-180	(Qualifying Service for Retired Pay Non-Regular Service)		
AR 135-205	(Enlisted Personnel Management)		

AR 601-210	(Regular Army and Army Reserve Enlistment Program)	DA Pam 600-11	(Warrant Officer Professional Development)
AR 611-101	(Commissioned Officer Specialty Classification System)	DA Pam 600-67 DA Pam 672-5	(Effective Writing for Army Leaders) (A Supervisor's Guide to the Incentive Award's Program)
AR 611-112	(Manual of Warrant Officer MOSs)		
AR 611-201	(Enlisted Career Management Fields and MOSs)	DA Pam 690-400	(Total Army Performance Evaluation System (TAPES))
AR 612-11	(Army Sponsorship Program)	DA Pam 700-142	(Instructions for Materiel Release, Fielding, and Transfer)
AR 670-1	(Wear and Appearance of Army Uniforms and Insignia)	DA Pam 738-750	(The Army Maintenance Management System)
AR 680-30	(Army Reserve Retirement Point Credit System)	DA Pam 750-1	(Maintenance Guide for Leaders)
AR 690-400	(Total Army Performance Evaluation System)	FORSCOM Reg 71-1 (with CONUSA & MSC suppl)	(Force Modernization)
AR 700-4	(Logistics Assistance Program)		
AR 700-84	(Issue and Sale Of Personal Clothing)		
AR 700-138	(Army Logistics Readiness and Sustainability)	FORSCOM Reg 135-3	(United States Army Reserve Forces (USARF) Schools)
AR 700-142	(Materiel Release, Fielding, and Transfer)	FORSCOM Reg 140-3	(USAR Training Divisions, USAR Training Brigades, and USAR Reception Stations Training Policies)
AR 710-3	(Asset and Transaction Reporting System)		(USAR REQUEST)
AR 725-50	(Requisitioning, Receipt, and Issue System)	FORSCOM Reg 140-12	
AR 735-5	(Policies and Procedures for Property Accountability)	FORSCOM Reg 220-3	(Training Assessment Model)
AR 750-1	(Army Maintenance Policies)	FORSCOM/ARNG Reg 350-2	(Training in America's Army)
AR 840-10	(Flags and Guidons)	FORSCOM Reg 350-4	(AC/RC Training Association Program)
AR 870-5	(Military History: Responsibilities, Policies, and Procedures)	FORSCOM Reg 350-21	(Visits to FORSCOM Active Component and Reserve Component Installations, Centers, and Units)
AR 870-15	(Army Art Collection Program)		(FORSCOM Safety Program)
AR 870-20	(Museums and Historical Artifacts)		
DODD 3025.1	(Use of Military Resources During Peacetime Civil Emergencies within the United States, its Territories and Possessions)	FORSCOM Reg 385-1	
		FORSCOM Reg 601-67	(USAR/USAREC Referral Program)
DA Pam 5-25	(Army Modernization Information Memorandum)	FORSCOM Pam 135-3	(Evaluation Guide)
DA Pam 25-33	(STARPUBS)		
DA Pam 135-2	(Briefing on Reemployment Rights of Members of the Army National Guard and the US Army Reserve)	USARC Reg 25-1	(Information Resources Management Program)
		USARC Reg 140-3	(Processing Incapacitation Claims)
DA Pam 140-8	(Information Pamphlet for Career Development of Enlisted Members of the USAR)	USARC Pam 20-1 USARC Pam 55-1	(Readiness Workbook) (Unit Movement Officer's Handbook)
DA Pam 190-51	(Risk Analysis for Army Property)	USARC Pam 385-1	(Prevention of Cold Weather Injuries)
DA Pam 360-829	(Total Army Readiness)		
DA Pam 385-1	(Unit Safety Management)	FM 10-14-1	(Commander's Handbook for Property Accountability at Unit Level)
DA Pam 570-560	(Staffing Guide for USAR Technicians)	FM 10-25	(Preparation and Serving of Food in the Garrison Dining Facility)
DA Pam 600-2	(The Armed Forces Officer)		
DA Pam 600-3	(Commissioned Officer Professional Development and Utilization)	FM 19-30 FM 21-10	(Physical Security) (Field Hygiene and Sanitation)
DA Pam 600-8	(Military Personnel Management and Administrative Procedure)		

FM 21-20	(Physical Fitness Training)
FM 22-100	(Military Leadership)
FM 22-101	(Leadership Counseling)
FM 22-102	(Soldier Team Development)
FM 25-100	(Training the Force)
FM 29-2	(Organization Maintenance Operations)
FM 43-5	(Unit Maintenance Operations)
FM 100-5	(Operations (How to Fight))
FM 101-5	(Staff Organizations and Operations)
DODD 3025.1	
DODD 4525.6-M	(DOD Postal Manual Vol. 2)
USPS Poster 103	(Mail Cost)
JFTR Vol. 1	(Joint Federal Travel Regulations - Uniformed Service Members)
STP 21-1-SMCT	(Soldier's Manual of Common Tasks, Skill Level 1)
STP 21-24-SMCT	(Soldier's Manual of Common Tasks, Skill Level 2, 3, and 4)
TC 22-6	(The Army Noncommissioned Officer's Guide)
TC 25-20	(Leader Guide to AAR (Oct 93))
CTA 8-100	(Army Medical Department Expendable/Durable Items)
CTA 50-900	(Clothing and Individual Equipment (Active Component, Reserve Components, and DA Civilian Employees))
CTA 50-909	(Field and Garrison Furnishings and Equipment)
CTA 50-970	(Expendable Items)
SB 10-263	(Fourteen Day US Army Reserve Component Menu)
SB 700-20	(DA Supply Bulletin)
TM 10-412	(Armed Forces Recipe Service)
TM 10-415	(Dining Facility Equipment: Operation and Operator Maintenance)
TM 38-L03-19	(Functional User's Manual for Standard Army Intermediate Level Supply Systems (SAILS))
TB MED 501	(Occupational And Environmental Health, Hearing Conservation)
TB-MED-530	(Occupational and Environmental Health Food Service Sanitation)

Glossary

AAR.....	after action report
AC.....	Active Component
AD	active duty
ADARS	Automated Drill Attendance Reporting Software
ADP	automated data processing
ADT	active duty for training
AFFS.....	Army Field Feeding System
AGR.....	Active Guard/Reserve
ANCOC.....	Advanced Noncommissioned Officer Course
AR.....	Army Regulation
ARG.....	Aviation Readiness Group
ARMS	Army Resource Management Survey
ARNG	Army National Guard
ART	Army Reserve Technician
ARTEP.....	Army Training and Evaluation Program
AT.....	annual training
ATRRS.....	Army Training Requirements and Resources System
BAQ.....	basic allowance for quarters
BAT	Branch Assistance Team
BBS.....	Bulletin Board System
BNCO.....	Basic Noncommissioned Officer Course
CLRP.....	Command Logistics Review Program
CLRP-SPT.....	Command Logistics Review Program-Special Projects Team
CLRT	Command Logistics Review Team
CLRT-X	Command Logistics Review Team-Expanded
CMH	Center of Military History
CONUS	Continental United States
CONUSA	Continental U.S. Army
CRI.....	Command Readiness Inspection
CSS	combat service support
CTA	common table of allowances
CVSP	Cardiovascular Screening Program
DA	Department of Army
DCSCOMPT ..	Deputy Chief of Staff, Comptroller
DCSIM.....	Deputy Chief of Staff, Information Management
DCSLOG.....	Deputy Chief of Staff, Logistics
DCSPER.....	Deputy Chief of Staff, Personnel
DCSRM.....	Deputy Chief of Staff, Resource Management
DEPMEDS	Deployable Medical Systems
DJMS-RC	Defense Joint Military Pay System-Reserve Component
DOD.....	Department of Defense
EMS	Emergency Medical System
EOH.....	equipment on hand
ES	equipment serviceability

ETM.....	extension training materiel	OPFOR	opposing forces
ETS	expiration of term of service	OPM	Office of Personnel and Management
FAO	Finance and Accounting Office	OPMS	Officer Personnel Management System
FEMA	Federal Emergency Management Agency	POC	point of contact
FM.....	Field Manual	POE	port of embarkation
FORSCOM.....	US Army Forces Command	POL	petroleum, oils, and lubricants
FTM	full-time manning	PTSR	Post-Mobilization Training and Support Requirements
FTS	full-time support	RCUCH.....	Reserve Component Unit Commander's Handbook
FTUS.....	full-time unit support	REQUEST	Recruit Quota System
FY	fiscal year	RG	Readiness Group
HIV	Human Immunodeficiency Virus	RTD.....	Resident Training Detachment
HQDA	Headquarters, Department of the Army	RTS-I.....	Regional Training Site - Intelligence
HS	home station	RTS-M.....	Regional Training Site - Maintenance
IDS.....	Intrusion Detection System	RTS-MED.....	Regional Training Site - Medical
IDT.....	inactive duty training	SKO.....	sets, kits and outfits
IDTAS.....	Inactive Duty Training Accounting System	SLAC.....	Support List Allowance Card
IET.....	initial entry training	SM.....	soldier's manual; service member
IG.....	Inspector General	SMCT	Soldier's Manual of Common Tasks
IRAC	Internal Review, Audit, and Compliance	SOP	standing operating procedure
LES	leave and earnings statement	SRAA	Senior Army Adviser
LIN.....	line item number	SRIP	Selected Reserve Incentive Program
LOD	line of duty	STP.....	Soldier Training Publication
MACOM	Major U.S. Army Command	STX	Situational Training Exercise
MARKS.....	Modern Army Recordkeeping System	TADSS	Training aids, devices, simulators and simulations
METL.....	Mission Essential Task List	TAM.....	Training Assessment Model
MI	military intelligence	TAMMS	The Army Maintenance Management System
MMRB	MOS/Medical Retention Board	TC	Training Circular
MOS.....	military occupational specialty	TDA.....	table of distribution and allowances
MPRJ.....	Military Personnel Records Jacket	TEC.....	Training Extension Course
MQS.....	Military Qualification Standards	TEWT.....	Tactical Exercise Without Troops
MS.....	mobilization station	TM.....	Technical Manual; Training Manual
MSCA	Military Support to Civil Authority	TOE.....	table of organization and equipment
MTF	Medical Treatment Facility	TSC	Training Support Center
MTOE	modification table of organization and equipment	UCMJ	Uniform Code of Military Justice
MTT.....	mobile training team	UIC	unit identification code
MSC	Major US Army Reserve Command	UPAR	Unit Public Affairs Representative
MWR.....	morale, welfare and recreation	USAR	United States Army Reserve
NAF	nonappropriated fund	USARC.....	United States Army Reserve Command
NCO	noncommissioned officer	USAREC.....	United States Army Recruiting Command
NCOA	Noncommissioned Officer Academy	USARF	United States Army Reserve Forces School
NCOER.....	Noncommissioned Officer Evaluation Report	USR.....	Unit Status Report
OCAR.....	Office of the Chief, Army Reserve	UTA.....	Unit Training Assembly
OCH.....	Office of Command Historian	VI	visual information
OCIE	organizational clothing and individual equipment		
OER	Officer Evaluation Report		