

**WARRIOR LEADER COURSE
MODIFIED (MOD), OCT 2005**

BOOK 5B

**Student Handouts, Appendix D, to Training Support
Packages**

600-WLC (MOD)



"NO ONE IS MORE PROFESSIONAL THAN I"

**The Army Training System (TATS)
Courseware**

**Prepared by
The United States Army Sergeants Major Academy
Fort Bliss, Texas 79918-8002**

**FOR THE ARMY SCHOOL SYSTEM (TASS)
INSTITUTIONS**

FIELDING DATE: As Directed

This page intentionally left blank

INSTRUCTOR / STUDENT RECOVERABLE MATERIAL

This instruction material is ACCOUNTABLE/RECOVERABLE. Instructors and students MUST TURN IN this material upon course completion or upon reassignment to other duties.

The Army School System (TASS) Institutions are responsible for the issue and control of this material.

To receive additional or replacement material requires that a WRITTEN JUSTIFICATION be forwarded to ATSC through Command Channels.

Student Handout book 5 is broken down into _ books (Books 5A through). This is Student Handout Book 2_.

This book contains the student handouts to the following Training Support Packages: (NOTE) The order given below is in the same order as the recommended sequence found in the Course Map in the Course Management Plan.

TSP#	Title
L221	Introduction to Army Leadership
L222	What a Leader Must Be, Know, Do
L223	The Human Dimension Role in Leadership Development
L224	The Four Direct Leadership Skills
L225	The Three Direct Leadership Actions
L226	Maintain Discipline
L227	Enforce the Equal Opportunity Program
T229	Wear and Appearance of the Uniform
L228	Conduct Developmental Counseling
L235	Sexual Assault
L229	Financial Management

TSP#	Title
T231	Supply Procedures
T230	Supervise Preventative Maintenance Checks and Services

Printed and distributed by: U.S. Army Training Support Center, Training Media Support Directorate, Training Media Management Team, Fort Eustis, VA 23604-5168

Appendix D, Student Handouts

TSP: L221

TITLE: Introduction to Army Leadership

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: L221 version 1

This appendix contains the item listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of one hour of small group instruction.

Overview

During this lesson you will learn some basic information concerning Army leadership. You will learn the Army's leadership framework, its construction, the definition of leadership, the three levels of leadership, and you will be able to describe the terms "leaders of leaders" and "subordinates."

Learning Objective

Terminal Learning Objective (TLO).

Action:	Develop a base of knowledge for Army leadership.
Conditions:	As a squad leader in a classroom environment, given a squad, FM 22-100, and culminating in a situational training exercise.
Standards:	<p>Developed a base of knowledge of Army leadership IAW FM 22-100 by:</p> <ul style="list-style-type: none">• Demonstrating the characteristics that make up the Army leadership framework.• Applying the key concepts of Army leadership to include influencing, operating, and improving.• Identifying values and attributes as the foundation for all forms of leadership to include direct, organizational, and strategic.• Recognizing that as a leader, soldiers are "leaders of leaders" as well as "subordinates." <p>Pass a written examination (WE01) with a passing score of 70 percent or better to receive a GO IAW FM 22-100.</p>

ELO A Describe the Army's leadership framework.

ELO B Describe Army leadership.

ELO C Identify the Army's three levels of leadership.

ELO D Describe the terms "leaders of leaders" and "subordinates."

Assignment

The student assignments for this lesson are:

- Study FM 22-100, Chapter 1: pp 1-2 thru 1-6, para 1-1 thru 1-20; pp 1-10 and 1-11, para 1-36 thru 1-39; pp 1-13 and 1-14, para 1-51 thru 1-59; and pp 1-15 and 1-16, para 1-62 thru 1-68.
 - Read FM 22-100, Chapter 1: pp 1-6 thru 1-8, para 1-21 thru 1-35; pp 1-11 and 1-12, para 1-42 thru 1-50; pp 1-14 and 1-15, para 1-60 and 1-61; and pp 1-17 thru 1-20, para 1-69 thru 1-88.
-

Bring to Class

You must bring the following materials to class:

- All reference material received.
- Pencil or pen and writing paper.

Note to Students

It is your responsibility to do the homework prior to class. We expect you to come to class prepared. You will participate in small group discussion. We expect you to participate in the discussion by providing information you learned from your study, and also your personal and observed experiences. Failure to study and read the assignments above will result in your inability to participate properly with the rest of the group. Not having your input affects the group's ability to fully discuss the information.

Appendix D, Student Handouts

TSP: L222

TITLE: What a Soldier Must Be, Know, Do

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: L222 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Army Values Vignettes	SH-2-1 thru SH-2-9

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of three hours of group discussion.

Overview During this lesson you will learn what you must BE, KNOW, DO to be an effective noncommissioned officer. The primary focus of this lesson is to enhance your knowledge of these characteristics. It will also show you how embracing these characteristics in your approach to leadership reinforces your role as a leader.

Learning Objective Terminal Learning Objective (TLO).

Action:	Demonstrate the BE, KNOW, DO characteristics necessary to provide effective military leadership.
Conditions:	As a squad leader in a classroom environment, given a squad, FM 22-100, and culminating in a situational training exercise.
Standards:	Demonstrated the Army values and attributes that a leader must BE, the skills a leader must KNOW, and the actions a leader must DO to lead soldiers IAW FM 22-100.

ELO A Interpret what a leader must BE.
ELO B Interpret what a leader must KNOW.
ELO C Interpret what a leader must DO.

Assignments The student assignments for this lesson are:

- Read Student Handouts 1 and 2.
-

Additional Subject Area Resources None

Bring to Class

- All reference material received.
- Pencil or pen and writing paper.

Note to Students

It is your responsibility to do the homework prior to class. We expect you to come to class prepared and participate in the small group discussion by providing information you learned from your individual study, as well as your personal and observed experiences. Failure to study and read the assignments above will result in your inability to fully participate with the rest of the group. Not having your input affects the group's ability to fully discuss the information.

Student Handout 2

This Student Handout Contains

This student handout contains 8 pages of extracted material from various sources.

Vignette 1	page	SH-2-2
Vignette 2	pages	SH-2-3 and SH-2-4
Vignette 3	pages	SH-2-5 and SH-2-6
Vignette 4	page	SH-2-7
Vignette 5	pages	SH-2-8 and SH-2-9

Disclaimer: The training developer downloaded the material from various web sites. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COST.

This page intentionally left blank

Vignette 1

Excerpt from The American Experience/MacArthur's Speeches: "The Corps and The Corps, and The Corps." 12 May 1962.

". . . Duty - Honor - Country. Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying points: to build courage when courage seems to fail; to regain faith when there seems to be little cause for faith; to create hope when hope becomes forlorn. Unhappily, I possess neither that eloquence of diction, that poetry of imagination, nor that brilliance of metaphor to tell you all that they mean. The unbelievers will say they are but words, but a slogan, but a flamboyant phrase. Every pedant, every demagogue, every cynic, every hypocrite, every troublemaker, and, I am sorry to say, some others of an entirely different character, will try to downgrade them even to the extent of mockery and ridicule. But these are some of the things they do. They build your basic character, they mold you for your future roles as the custodians of the nation's defense, they make you strong enough to know when you are weak, and brave enough to face yourself when you are afraid. They teach you to be proud and unbending in honest failure, but humble and gentle in success; not to substitute words for actions, nor to seek the path of comfort, but to face the stress and spur of difficulty and challenge; to learn to stand up in the storm but to have compassion on those who fall; to master yourself before you seek to master others; to have a heart that is clean, a goal that is high; to learn to laugh yet never forget how to weep; to reach into the future yet never neglect the past; to be serious yet never to take yourself too seriously; to be modest so that you will remember the simplicity of true greatness, the open mind of true wisdom, the meekness of true strength. They give you a temper of the will, a quality of the imagination, a vigor of the emotions, a freshness of the deep springs of life, a temperamental predominance of courage over timidity, an appetite for adventure over love of ease. They create in your heart the sense of wonder, the unflinching hope of what next, and the joy and inspiration of life. They teach you in this way to be an officer and a gentleman. . . ."

Downloaded on 20 June 2003 from

<http://www.pbs.org/wgbh/amex/macarthur/filmmore/reference/primary/macspeech06.html>

This page intentionally left blank

VIGNETTE 2

Excerpt from ArmyLINK News, 9-11 hero recalls Pentagon tragedy

by Master Sgt. Jon Connor

WASHINGTON (Army News Service, Aug. 29, 2002) -- As the anniversary of the 9-11 terrorist attacks on America draws near, one Pentagon "hero's" life has forever been changed in more ways than one -- some good and some not so good.

Regardless, Staff Sgt. Christopher Braman wouldn't change a thing.

On Sept. 11, Braman did what he had to do, and now he's doing what the Army would like him to do -- telling his extraordinary personal experiences during some of this nation's darkest hours.

Immediately following the intended crash of American Airlines Boeing Flight 77 into the west wedge of the Pentagon at 9:38 a.m. on a bright autumn day, Braman offered his body and Army experience to help in any way he could. As it turned out, Braman stayed at the crash site for three days straight looking for life.

As he prepared to go into America's damaged symbolic defense fortress, Braman said he told himself, "Dear Lord, give me the strength for what I'm about to do...follow me through here."

What he then experienced was something unimaginable, or at least, straight out of a war movie. With a fire burning around 2,000 degrees, Braman, an airborne Ranger soldier who was working as a purchasing agent at the Army's General Officer Mess in the Pentagon, had to breath jet fuel, asbestos, carbon dioxide, human matter, computer and office furniture in his frantic search for survivors.

He recalled the day's horror:

"It had every bit of the smells of combat. It had the screams; it had the fire; the burns and the victims' faces. I'll always remember the victims' faces," Braman recalled. "Not only those I saw on the eleventh, but the next three days.

"I actually saw what death looks like straight in the eyes. I touched it, smelled it, and tasted it.

"Seconds became minutes, and minutes became hours. The next thing I knew it was 1:47 in the afternoon. I was very fortunate to get out before that area collapsed. I can't explain why things happen."

During one search, Braman heard a clapping sound. As he went to it, he discovered a woman who couldn't speak because of intense smoke inhalation, but was able to clap for help.

That woman was Sheila Moody, an Army civilian accountant.

Later, Moody would call Braman her "guardian angel" on the Oprah Winfrey television show. That title, Braman said, is all the reward he'll ever need for rescuing her.

Not surprisingly, Moody, who is married with three adult-aged children and whose husband is an Army reservist, has a special bond with Braman.

"She wants to hold me and thank me. In her eyes, she told me, she couldn't thank me enough. I tell her that 'seeing that smile on her face is thanks enough,' " he said.

As fate would have it, Moody was the only survivor of 40 people from her office.

As chaos unfolded, the then 33-year-old Braman would not leave the crash site despite orders from other higher-ranking Army personnel acting on information about another hijacked jet heading toward the Pentagon. Braman then volunteered to be the noncommissioned officer-in-charge of the new morgue recovery team.

Braman attributed his Ranger training for thinking on his feet.

"I just reacted that day. The military trained me and God kept me safe," Braman said, labeling the crash scene as the "most organized chaos" he had ever seen.

As Braman explained, Rangers never leave a fallen comrade at any cost. As far as he was concerned, his Army family lay in the Pentagon.

Leaders like Sgt. Maj. of the Army Jack Tilley and Secretary of Defense Donald Rumsfeld, to name a few, were helping rescue efforts too.

"That's leadership leading from the front," Braman said. "That's what being in the military is all about. That's brotherhood."

After three incredible and exhausting days, the Army and Braman knew it was time for him to go home and begin his own recovery. (If you desire to read the remainder of the article you may do so at the web address below.)

VIGNETTE 3

Special Forces soldier awarded Silver Star for heroism in Afghanistan

By Spc. Kyle J. Cosner

June 16, 2003

Master Sgt. Anthony S. Pryor, a team sergeant with Company A, 1st Battalion, 5th SFG, received the Silver Star Medal for his gallantry in combat during the raid when he single-handedly eliminated four enemy soldiers, including one in unarmed combat, all while under intense automatic weapons fire and with a crippling injury.

On Jan. 23, 2002, Pryor's company received an order from the U.S. Central Command to conduct their fourth combat mission of the war - a sensitive site exploitation of two compounds suspected of harboring Taliban and al Qaeda terrorists in the mountains of Afghanistan.

Because of the presence of women and children within the compounds, Pryor said aerial bombardment was not considered an option. Once on the ground, the company was to search for key leadership, communications equipment, maps and other intelligence.

Sgt. 1st Class Scott Neil was one of the team members there with Pryor that night at the second compound. A Special Forces weapons sergeant, he fought on Pryor's team as a cell leader and found himself momentarily pinned down by the sudden hail of bullets after the team's position was compromised.

"After the initial burst of automatic weapons fire, we returned fire in the breezeway," Neil said. "It was a mental spur - after we heard the words 'let's go,' everything just kind of kicked in."

Moments later, though, the team became separated in the confusion, but with the situation desperate for the Special Forces soldiers against a determined and larger-than-expected enemy, Pryor and one of his teammates kept moving forward, room to room. They began to enter a room together, but another enemy soldier outside the room distracted the team member, so he stayed outside to return fire.

Pryor first encountered an enemy that was charging out of the room and assisted in eliminating him. Then, without hesitation, Pryor moved ahead into the room and found himself alone with three more enemy soldiers.

According to Pryor, the next two enemies he saw were firing their weapons out of the back of the room at his men that were still outside the compound.

"I went in, and there were some windows that they were trying to get their guns out of to shoot at our guys that hadn't caught up yet," he said. "So I went from left to right, indexed down and shot those guys up. I realized that I was well into halfway through my magazine, so I started to change magazines. Then I felt something behind me, and thought it was (one of my teammates) - that's when things started going downhill."

Pryor said it was an enemy soldier, a larger-than-normal Afghan, who had snuck up on him.

"There was a guy back behind me, and he whopped me on the shoulder with something, and crumpled me down."

Pryor would later learn that he had sustained a broken clavicle and a dislocated shoulder during the attack.

"Then he jumped up on my back, broke my night-vision goggles off and starting getting his fingers in my eyeballs. I pulled him over, and when I hit down on the ground, it popped my shoulder back in."

Pryor said that after he stood up, he was face to face with his attacker. Pryor eliminated the man during their hand-to-hand struggle.

Pryor had now put down all four enemies, but the fight wasn't over yet.

"I was trying to feel around in the dark for my night-vision goggles, and that's when the guys I'd already killed decided that they weren't dead yet."

Pryor said that it was then a race to see who could get their weapons up first, and the enemy soldiers lost. He then left the room and rejoined the firefight outside. When the battle ended, 21 enemy soldiers had been killed. There were no American casualties, and Pryor had been the only soldier injured.

"Tony is getting a Silver Star because he entered a room by himself, and he engaged the enemy by himself," said Sgt. 1st Class James Hogg, a Special Forces medical sergeant on Pryor's team. "He elevated his pure soldier instinct and went to the next level, and that's what this award is recognizing. He didn't stop after his initial battle, and continued to lead."

Leading his soldiers, despite his injuries, is something Neil said that Pryor couldn't seem to stop doing.

"As soon as he left that room, he came running up to me and wanted to know if everybody was okay," Neil said, describing Pryor after he had emerged from his four-on-one fight. "He never mentioned anything about what went on ... and during the whole objective and as the firefight continued, he never stopped. He was always mission-first, and that's what his Silver Star is all about."

Pryor is the third Special Forces soldier to receive the Silver Star Medal for actions during Operation Enduring Freedom. The other two, Master Sgt. Jefferson Davis and Sgt. 1st Class Daniel Petithory, also of the 5th SFG (Abn.), received theirs posthumously.

Downloaded from <http://www.dtic.mil/armylink/news/>

Vignette 4

17 heroes

Issue Date: January 27, 2003

Soldiers, airman from Ranger team awarded Silver, Bronze Stars for valor in Afghanistan war's deadliest day

BY JANE MCHUGH

TIMES STAFF WRITER

"It would have been much nicer to have received a lesser award and come home with everybody alive," said Sgt. Eric W. Stebner, 27, who was decorated with a Silver Star as squad leader in the mission.

The dramatic chain of events that culminated in the battle started at 3 a.m. March 4 when gunfire slammed into a MH-47 helicopter hovering over the ridge during a special-operations insertion. The impact knocked Navy SEAL Neil Roberts out of the chopper and into an instant firefight with the enemy. The chopper flew off to safety; the SEAL team regrouped, then returned in a chopper insertion to retrieve Roberts.

Once on the ground, though, they were overwhelmed by al-Qaida and Taliban forces, triggering a rescue mission by the 20 members of the 1-75 quick reaction force, who boarded two choppers and took off for Takur Ghar.

Valor in battle

When the Rangers arrived just before dawn, however, enemy fire knocked out the right engine on the chopper that had gone into the landing zone — the other held to the rear in a holding pattern — it crash-landed in terrain surrounded by enemy forces. The Rangers did not know the SEALs already had pulled back down the mountain. Three Rangers were shot and killed upon landing. Another soldier, chopper crewman Sgt. Philip J. Svitak, was shot to death as he laid cover fire for team members scrambling out of the back of the helicopter.

Some Rangers were too wounded to move. Others, although badly hurt, managed to help the uninjured battle the enemy.

Meanwhile, Roberts had been killed. The second Ranger chopper arrived to help, but had to land well below the fighting. Soldiers from that chopper had to struggle up the 45- to 70-degree slope in 3 feet of snow, weighed down by their weapons, body armor and equipment.

They joined their comrades against enemy forces that were greater in number and hunkered into fortified positions, in a battle that would go on into the dark of night. Finally, at about 8 p.m., the Rangers were able to call in airstrikes and kill off the enemy.

When it was all over, the body count was seven American dead, the most killed in a single day of combat since 1993, when 18 U.S. troops were killed in Mogadishu, Somalia.

The platoon leader, Capt. Nathan E. Self, was credited with especially heroic actions, and received the Silver Star, Bronze Star and Purple Heart. He was in the first helicopter. Although hit in the thigh by shrapnel from a rocket-propelled grenade, he managed to return fire, call for air support on enemy locations and organize the able-bodied Rangers to fight and move casualties.

Downloaded from <http://www.armytimes.com/archivepaper>

This page intentionally left blank

Vignette 5

MEDALS OF HONOR AWARDED FOR ACTION IN SOMALIA

*GORDON, GARY I.

Rank and organization: Master Sergeant, U.S. Army. Place and date: 3 October 1993, Mogadishu, Somalia. Entered service at: ---- Born: Lincoln, Maine. Citation: Master Sergeant Gordon, United States Army, distinguished himself by actions above and beyond the call of duty on 3 October 1993, while serving as Sniper Team Leader, United States Army Special Operations Command with Task Force Ranger in Mogadishu, Somalia. Master Sergeant Gordon's sniper team provided precision fires from the lead helicopter during an assault and at two helicopter crash sites, while subjected to intense automatic weapons and rocket propelled grenade fires. When Master Sergeant Gordon learned that ground forces were not immediately available to secure the second crash site, he and another sniper unhesitatingly volunteered to be inserted to protect the four critically wounded personnel, despite being well aware of the growing number of enemy personnel closing in on the site. After his third request to be inserted, Master Sergeant Gordon received permission to perform his volunteer mission. When debris and enemy ground fires at the site caused them to abort the first attempt, Master Sergeant Gordon was inserted one hundred meters south of the crash site. Equipped with only his sniper rifle and a pistol, Master Sergeant Gordon and his fellow sniper, while under intense small arms fire from the enemy, fought their way through a dense maze of shanties and shacks to reach the critically injured crew members. Master Sergeant Gordon immediately pulled the pilot and the other crew members from the aircraft, establishing a perimeter which placed him and his fellow sniper in the most vulnerable position. Master Sergeant Gordon used his long range rifle and side arm to kill an undetermined number of attackers until he depleted his ammunition. Master Sergeant Gordon then went back to the wreckage, recovering some of the crew's weapons and ammunition. Despite the fact that he was critically low on ammunition, he provided some of it to the dazed pilot and then radioed for help. Master Sergeant Gordon continued to travel the perimeter, protecting the downed crew. After his team member was fatally wounded and his own rifle ammunition exhausted, Master Sergeant Gordon returned to the wreckage, recovering a rifle with the last five rounds of ammunition and gave it to the pilot with the words, "good luck." Then, armed only with his pistol, Master Sergeant Gordon continued to fight until he was fatally wounded. His actions saved the pilot's life. Master Sergeant Gordon's extraordinary heroism and devotion to duty were in keeping with the highest standards of military service and reflect great credit upon him, his unit and the United States Army.

Downloaded from <http://www.army.mil/cmh-pg/mohsom.htm>

*SHUGHART, RANDALL D.

Rank and organization: Sergeant First Class, U.S. Army. Place and date: 3 October 1993, Mogadishu, Somalia. Entered service at: ----- Born: Newville, Pennsylvania. Citation: Sergeant First Class Shughart, United States Army, distinguished himself by actions above and beyond the call of duty on 3 October 1993, while serving as a Sniper Team Member, United States Army Special Operations Command with Task Force Ranger in Mogadishu, Somalia. Sergeant First Class Shughart provided precision sniper fires from the lead helicopter during an assault on a building and at two helicopter crash sites, while subjected to intense automatic weapons and rocket propelled grenade fires. While providing critical suppressive fires at the second crash site, Sergeant First Class Shughart and his team leader learned that ground forces were not immediately available to secure the site. Sergeant First Class Shughart and his team leader unhesitatingly volunteered to be inserted to protect the four critically wounded personnel, despite being well aware of the growing number of enemy personnel closing in on the site. After their third request to be inserted, Sergeant First Class Shughart and his team leader received permission to perform this volunteer mission. When debris and enemy ground fires at the site caused them to abort the first attempt, Sergeant First Class Shughart and his team leader were inserted one hundred meters south of the crash site. Equipped with only his sniper rifle and a pistol, Sergeant First Class Shughart and his team leader, while under intense small arms fire from the enemy, fought their way through a dense maze of shanties and shacks to reach the critically injured crew members. Sergeant First Class Shughart pulled the pilot and the other crew members from the aircraft, establishing a perimeter which placed him and his fellow sniper in the most vulnerable position. Sergeant First Class Shughart used his long range rifle and side arm to kill an undetermined number of attackers while traveling the perimeter, protecting the downed crew. Sergeant First Class Shughart continued his protective fire until he depleted his ammunition and was fatally wounded. His actions saved the pilot's life. Sergeant First Class Shughart's extraordinary heroism and devotion to duty were in keeping with the highest standards of military service and reflect great credit upon him, his unit and the United States Army.

Downloaded from <http://www.army.mil/cmh-pg/mohsom.htm>

Appendix D, Student Handouts

TSP: L223

TITLE: The Human Dimension Role in Leadership Development

This page intentionally left blank

Appendix D, HANOUTS FOR LESSON 1: L223 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Extracts from FM 22-51	SH-2-1

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of four hours of small group instruction.

Overview During this lesson you will learn the scope of importance that the human dimension role has on leadership. You will identify the three major elements in the makeup and success of the soldier, team, and institution. You will learn of the various causes of stress and how climate and culture dictates the environment in which you lead. You will learn that there are five leadership styles available to you to use based on the situation, mission, and your subordinates. Finally you will learn that all your actions and decisions will have intended and unintended consequences.

Learning Objective

Terminal Learning Objective (TLO)

Action:	Demonstrate the human dimension role in leader development.
Conditions:	In a classroom environment culminating in a situational training exercise and given a squad.
Standard	<p>Demonstrated the human dimension role of a leader IAW FM 22-51 and FM 22-100 by--</p> <ul style="list-style-type: none"> • Incorporating discipline, maintaining high morale, and taking care of soldiers; • Identifying types and causes of combat stress and the leader’s responsibility to control stress; • Setting a positive climate and developing a unified institutional culture; • Identifying leadership styles and mixing elements of style to match the place, task, and soldiers; • Identifying how all leaders’ actions/decisions have intended and unintended consequences that impact on subordinates, the squad, and the mission.

- ELO A** Identify the three major element important in the m makeup and success of the soldier, tem, and institution.
- ELO B** Identify the types and causes of stress.
- ELO C** Identify the direct leader’s responsibilities for controlling stress.
- ELO D** Identify how climate and culture describe the environment in which you lead soldiers.
- ELO E** Identify the five leadership styles.
- ELO F** Identify how leader actions/decisions have intended and unintended consequences.

Assignment

The student assignments for this lesson are--

- Study: FM 22-100, Chap 3; FM 22-51, Chap 1, pp 1-9 thru 1-11, para 1-7a thru c, and Table 1-3; Chap 2, p 2-5, para 2-2a thru c; p 2-8, para 2-6e; p 2-9, para 2-7 and p 2-11, para 2-9 and 2-10. (SH-2)
 - Read: FM 22-51, pp 2-1 thru 2-15 (except para listed above in study). (SH-2)
-

**Additional
Subject Area
Resources**

None

Bring to Class

- All reference material received.
 - Pencil or pen and writing paper.
-

Note to Students

It is your responsibility to do the homework prior to class. We expect you to come to class prepared. You will participate in small group discussion. We expect you to participate in the discussion by providing information you learned from your study and also your personal and observed experiences. Failure to study and read the assignments above will result in your inability to participate with the rest of the group. Not having your input affects the group's ability to discuss fully the information.

Student Handout 2

**This Student
Handout Contains**

This student handout contains 18 pages of extracted material from the following publication:

FM 22-51, LEADERS' MANUAL FOR COMBAT STRESS CONTROL, 22 Sep 1994

Chap 1, p 1-9 thru 1-11

Chap 2, p 2-1 thru 2-15

Disclaimer: The training developer downloaded this extract from the General Reimer Training and Doctrine Digital Library. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATIONS

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES, WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

has significantly increased the range of weapons, reduced reaction time, and changed conditions over which battles are fought. This new technology has the potential to exceed the capacity of human crews to fight.

- All-weather, day-and-night-capable vehicles which can operate for extended periods without resupply are limited only by the crews' need for sleep.

- High-probability-of-kill, direct-fire systems will be degraded over time by the stress and fatigue levels of the men aiming those weapons.

- Improved sensors and longer range weapons could exceed the capabilities of a tactical headquarters to plan and execute battles fought over expanded areas of operations.

- Short engagement times and the increased lethality of new weapons could overwhelm the ability of staffs to control and coordinate the overall battle.

Soldiers, leaders, and staffs will face problems of reduced efficiency and effectiveness when fighting over extended periods. These conditions will tend to neutralize the potential gains of new war-fighting technologies and force new approaches to the preparation and employment of soldiers, leaders, and staffs.

d. Challenge of the Mental Rigors of Combat. Armies must initiate training programs to help precondition soldiers to the mental rigors of combat. This is of vital importance as the potentially catastrophic effect of battle stress in future warfare becomes evident. The military force that does this best will have a decided edge in any war. Future combat will strain human endurance to unprecedented levels. If these challenges are left unchecked by poor mental and physical conditioning of soldiers, they could result in the disastrous

failure of entire units. Failure to consider the human factors in an environment of increased lethality and uncertainty could cause a nation's concept of warfare to be irrelevant. With the miniaturization and spread of high-tech (and perhaps even of nuclear, biological, and chemical [NBC]) weapons, this can be just as true in operations other than war (conflict) as in war.

1-7. Responsibilities for Controlling Combat (Conflict) Stress

a. Unit Cohesiveness Development. Rigorous, realistic training for war must go on continuously to assure unit readiness. Emphasis must be placed on establishing and maintaining cohesive units. Unit training and activities must emphasize development of soldier skills. This development should focus on building trust and establishing effective communication throughout the unit.

b. Senior (Organizational) Leaders' Responsibilities. The chain of command must ensure that the standards for military leadership are met. Senior leaders must provide the necessary information and resources to the junior leaders to control combat stress and to make stress work for the US Army and against the enemy. Senior leaders' responsibilities are listed in Table 1-2.

c. Junior (Direct) Leaders' Responsibilities. Junior leaders, and especially the NCOs, have the crucial business of applying the principles of stress control day-by-day, hour-by-hour, minute-by-minute. These responsibilities overlap with senior leaders' responsibilities but include parts that are fundamentally "sergeants' business," supported by the officers. See Table 1-3, page 1-11, for junior leaders' responsibilities.

d. Staff Section Responsibilities. Each element of the commander's staff (adjutant, intelligence, operations, logistics, and civil and

public affairs [if present]) has its own area of responsibility that has particular relevance to stress control (see Table 1-4, pages 1-12—13). For example, the adjutant’s responsibility for mail and decorations is more than just “nice to have.” These are

important stress control measures. Morale, welfare, and recreation opportunities, and even the use of Army bands, are valuable ways to sustain morale and combat readiness. For additional information on the role of Army bands, see Appendix C.

Table 1-2. Senior Leaders’ Responsibilities

-
- BE COMPETENT, COMMITTED, COURAGEOUS, CANDID, AND CARING.
 - PLAN TO ACCOMPLISH THE MISSION WITH AS FEW LOSSES AS POSSIBLE.
 - SET THE POLICY AND COMMAND CLIMATE FOR STRESS CONTROL, ESPECIALLY TO BUILD TEAMS WITH HIGH UNIT COHESION.
 - SERVE AS AN ETHICAL ROLE MODEL.
 - MAKE “THE BUREAUCRACY” WORK FOR THE TROOPS.
 - ASSURE RESOURCES TO “TAKE CARE OF THE TROOPS.”
 - PLAN FOR AND CONDUCT TOUGH, REALISTIC TRAINING TO INCLUDE LIVE FIRES.
 - PROVIDE AS MUCH INFORMATION AS POSSIBLE TO THE TROOPS.
 - ASSURE THAT MEDICAL AND MENTAL HEALTH/COMBAT STRESS CONTROL PERSONNEL ARE ASSIGNED AND TRAINED WITH THEIR SUPPORTED UNITS.
 - PLAN FOR COMBAT STRESS CONTROL IN ALL OPERATIONS.
 - PROVIDE THE JUNIOR LEADERS/NCOs WITH THE NECESSARY GUIDANCE.
 - ENSURE RISK ASSESSMENTS ARE CONDUCTED PRIOR TO ALL TRAINING AND COMBAT OPERATIONS.
 - SUPERVISE THE JUNIOR LEADERS/NCOs AND REWARD THEIR SUCCESS.
 - BE VISIBLE.
 - LEAD ALL STRESS CONTROL MEASURES BY GOOD EXAMPLE.
 - MAINTAIN (THROUGH POSITIVE LEADERSHIP AND, WHEN NECESSARY, WITH DISCIPLINARY ACTION) THE HIGH STANDARDS OF THE INTERNATIONAL LAW OF LAND WARFARE.
-

*Table 1-3. Junior Leaders' Responsibilities—Combat Stress Control**

-
- BE COMPETENT, COMMITTED, COURAGEOUS, CANDID, AND CARING.
 - BUILD COHESIVE TEAMS; INTEGRATE NEW PERSONNEL QUICKLY.
 - CROSS-TRAIN SOLDIERS WHEREVER AND WHENEVER POSSIBLE.
 - PLAN AND CONDUCT TOUGH REALISTIC TRAINING THAT REPLICATES COMBAT CONDITIONS, ESPECIALLY LIVE FIRES.
 - TAKE CARE OF THE TROOPS (INCLUDING THE LEADERS).
 - ASSURE PHYSICAL FITNESS, NUTRITION, HYDRATION, ADEQUATE CLOTHING AND SHELTER, AND PREVENTIVE MEDICINE MEASURES.
 - MAKE AND ENFORCE SLEEP PLANS.
 - KEEP ACCURATE INFORMATION FLOWING DOWN TO THE LOWEST LEVEL (AND BACK UP AGAIN); DISPEL RUMORS.
 - ENCOURAGE SHARING OF RESOURCES AND FEELINGS.
 - CONDUCT AFTER-ACTION DEBRIEFINGS ROUTINELY.
 - MAINTAIN (THROUGH POSITIVE LEADERSHIP AND, WHEN NECESSARY, WITH DISCIPLINARY ACTION) THE HIGH STANDARDS OF THE INTERNATIONAL LAW OF LAND WARFARE.
 - RECOMMEND EXEMPLARY SOLDIERS FOR AWARDS AND DECORATIONS.
 - RECOGNIZE EXCESS STRESS EARLY AND GIVE IMMEDIATE SUPPORT.
 - KEEP THOSE STRESSED SOLDIERS WHO CAN STILL PERFORM THEIR DUTIES IN THE UNIT, AND PROVIDE EXTRA SUPPORT AND ENCOURAGE THEM BACK TO FULL EFFECTIVENESS.
 - SEND THOSE STRESSED SOLDIERS WHO CANNOT GET NEEDED REST IN THEIR SMALL UNIT BACK TO A SUPPORTING ELEMENT FOR BRIEF SLEEP, FOOD, HYGIENE, AND LIMITED DUTY, TO RETURN IN 1 TO 2 DAYS.
 - REFER TEMPORARILY UNMANAGEABLE STRESS CASES THROUGH CHANNELS FOR MEDICAL EVALUATION AND TREATMENT.
 - WELCOME RECOVERED BATTLE FATIGUE CASUALTIES BACK AND GIVE THEM MEANINGFUL WORK AND RESPONSIBILITIES.
-

* Note that every soldier ultimately must be a junior (direct) leader. Each soldier must exercise self-leadership and control stress for self and others.

CHAPTER 2

STRESS AND COMBAT PERFORMANCE**Section I. STRESS TERMINOLOGY AND THE STRESS CONCEPT****2-1. Introduction**

The understanding of the stress process has been refined over time by research and experience, leaving some terms obsolete. This chapter establishes how the Army's combat stress control concept currently defines and interprets stress terminology.

2-2. Understanding of Interactions

a. Stressors. A stressor is any event or situation which requires a nonroutine change in adaptation or behavior. Often it is unfamiliar or creates conflict among motives within the individual. It may pose a challenge or a threat to the individual's well-being or self-esteem. Stressors may be positive or negative (for example, promotion to new responsibilities or threat of imminent death).

b. Combat Stressors. Combat stressors are any stressors occurring during the course of combat-related duties, whether due to enemy action or other sources. Combat duties do not necessarily involve being shot at and may be carried on even in "safe" areas far from the enemy. Many stressors in combat duties come from the soldier's own unit, leaders, and mission demands. They may also come from the conflict between mission demands and the soldier's home life.

c. Stress. Stress is the internal process of preparing to deal with a stressor. Stress involves the physiological reflexes which ready the body for fight or flight. Examples of those reflexes are increased nervous system arousal, release of adrenaline into the bloodstream, changes in blood flow to different parts of the body, and so forth. However, stress is not synonymous with arousal or anxiety. Stress involves

physical and mental processes which, at times, suppress arousal and anxiety. Stress also involves the accompanying emotional responses and the automatic perceptual and cognitive processes for evaluating the uncertainty or threat. These automatic processes may be instinctive or learned.

d. Stress Appraisal. Stress may or may not involve conscious awareness of the threat, but the stressor must be perceived at some level to cause stress. The amount of stress experienced depends much on the individual's appraisal of the stressor and its context, even if that appraisal is wrong. The stress process includes psychological defenses which may filter the perception and appraisal to shield the individual from perceiving more threat than he is ready to tolerate.

e. Physical Stressors Versus Mental Stressors. A distinction can be made between those stressors which are physical and those which are mental.

(1) A physical stressor is one which has a direct effect on the body. This may be an external environmental condition or the internal physical/physiologic demands of the human body.

(2) A mental stressor is one in which only information reaches the brain with no direct physical impact on the body. This information may place demands on either the cognitive systems (thought processes) or the emotional system (feeling responses, such as anger or fear) in the brain. Often, reactions are evoked from both the cognitive and the emotional systems.

f. Stress Behaviors. These are stress-related actions that can be observed by others; for example, moving or keeping still, speaking or

not speaking. The behaviors may be intended to overcome and turn off a stressor, to escape it, or to adapt to it. They may simply reflect or relieve the tension generated by the internal stress process. Any of these different types of stress behavior may be successful, unsuccessful, or not influence the stressful situation at all. They may make the stressor worse. They may resolve one stressor but create new stressors.

g. Combat Stress. This is the complex and constantly changing result of all the stressors and stress processes inside the soldier as he

performs the combat-related mission. At any given time in each soldier, stress is the result of the complex interaction of many mental and physical stressors.

2-3. Discussion of Physical Versus Mental Stressors

a. Table 2-1 gives examples of the two types of physical stressors (environmental and physiological) and the two types of mental stressors (cognitive and emotional).

Table 2-1. Types of Physical and Mental Stressors

PHYSICAL STRESSORS	MENTAL STRESSORS
<p style="text-align: center;">ENVIRONMENTAL</p> <p>HEAT, COLD, OR WETNESS VIBRATION, NOISE, BLAST HYPOXIA (INSUFFICIENT OXYGEN), FUMES, POISONS, CHEMICALS DIRECTED-ENERGY WEAPONS/DEVICES IONIZING RADIATION INFECTIOUS AGENTS/DISEASES SKIN IRRITANTS OR CORROSIVES PHYSICAL WORK BRIGHT LIGHT, DARKNESS, HAZE, AND OBSCURATION DIFFICULT OR ARDUOUS TERRAIN</p> <p style="text-align: center;">PHYSIOLOGICAL</p> <p>SLEEP DEBT DEHYDRATION MALNUTRITION, POOR HYGIENE MUSCULAR AND AEROBIC FATIGUE IMPAIRED IMMUNE SYSTEM OVERUSE OR UNDERUSE OF MUSCLES, ORGAN SYSTEMS ILLNESS OR INJURY</p>	<p style="text-align: center;">COGNITIVE</p> <p>INFORMATION: TOO MUCH OR TOO LITTLE SENSORY OVERLOAD VERSUS DEPRIVATION AMBIGUITY, UNCERTAINTY, ISOLATION TIME PRESSURE VERSUS WAITING UNPREDICTABILITY RULES OF ENGAGEMENT, DIFFICULT JUDGMENTS ORGANIZATIONAL DYNAMICS HARD CHOICES VERSUS NO CHOICES RECOGNITION OF IMPAIRED FUNCTIONING</p> <p style="text-align: center;">EMOTIONAL</p> <p>FEAR- AND ANXIETY-PRODUCING THREATS (OF INJURY, DISEASE, PAIN, FAILURE, LOSS, PERSONAL OR MISSION FAILURE) GRIEF-PRODUCING LOSSES (BEREAVEMENT) RESENTMENT, ANGER- AND RAGE-PRODUCING FRUSTRATION, THREAT, LOSS, AND GUILT BOREDOM-PRODUCING INACTIVITY CONFLICTING MOTIVES (WORRIES ABOUT HOME, DIVIDED LOYALTIES) SPIRITUAL CONFRONTATION OR TEMPTATION CAUSING LOSS OF FAITH INTERPERSONAL FEELINGS</p>

NOTE: THE ABOVE STRESSORS MAY ACT SINGLY OR INTERACT WITH EACH OTHER TO BE COMBAT STRESSORS.

b. The physical stressors evoke specific stress reflexes. For example, cold causes shivering and decreased blood flow to skin and extremities; heat causes sweating and increased blood flow to skin. These stress reflexes can maintain internal balance and comfort up to a point but then may be exceeded.

c. The distinction, however, between physical and mental stressors is rarely clear cut.

(1) Mental stressors can also produce the same stress reflexes as do some physical stressors; for example, decreased blood flow to skin, increased sweating, adrenaline release, and pupil size. These reflexes can markedly increase or decrease the individual's vulnerability to specific physical stressors. The mental stressors also presumably cause changes in brain chemistry (involving the neurotransmitter chemicals in the brain).

(2) Physical stressors are also mental stressors when they provide information to the brain which creates a mental demand or poses a threat to well-being. Even if a physical stressor is not a threat to life and health, the discomfort, distraction, and performance degradation it causes may be emotionally upsetting. Therefore, physical stressors, too, can produce the nonspecific arousal reflexes. Heat, cold, dehydration, toxic chemicals, and other physical stressors can also interfere directly with brain functioning; they can impair perceptual and cognitive mental abilities, thus increasing the stresses. Light, noise, discomfort, and anxiety-provoking information may interfere with sleep, which is essential to maintain brain efficiency and mental performance over time.

d. Because of this intermeshing of physical and mental stressors and stress reflexes, no great effort needs to be invested in distinguishing them in military contexts until the physical stressors and stress reflexes become so severe that they warrant specific (and perhaps emergency)

protective measures and treatment. Prior to that stage, unit leaders and medical and mental health personnel should assume that both physical and mental stresses are usually present and interacting within all unit personnel. Guidelines for controlling both physical and mental stressors at the same time should be contained in the tactical standing operating procedure (TSOP), if possible.

2-4. Positive Stress

a. Stress is not necessarily bad or harmful. Positive stress (or eustress) is that degree of stress which is necessary to sustain and improve tolerance to stress without overdoing the stress experience. Some level of stress is helpful and even necessary to health. This is especially clear for some physical stressors to which the body can acclimatize. To achieve greater tolerance or acclimatization to a physical stressor, a progressively greater exposure is required. This exposure should be sufficient to produce more than the routine stress reflexes. Well-known examples of acclimatization are heat acclimatization, cardiovascular (aerobic) fitness, and muscle strength. These examples are so important to combat stress control that they are worth reviewing. The process of improving tolerance to stressors through progressive exposure to those stressors will also be true of cognitive-emotional stressors.

(1) *Heat acclimatization.* You cannot become fully acclimatized to heat by just lying around in hot conditions. You have to perform physical exercise in the heat to stress the body's temperature regulation system. At first, the body may overreact with excessive sweating and heart rate. As acclimatization occurs, the body becomes more efficient at cooling itself. However, acclimation has a maximum level. If you stop exercising in the heat, you will gradually lose the acclimatization you have gained. Mission-oriented protective posture (MOPP)

training should be considered as a part of the acclimatization program.

(2) *Aerobic fitness.* It is well known that you can become aerobically fit only by exerting yourself to progressively greater degrees of physical effort. One way is to enter into 20-minute (or more) exercise programs of jogging, running, bicycling, swimming, or special aerobic exercises each day. Any physical effort which sufficiently raises heart rate and respiratory rate and works up a sweat for 20 minutes or more will increase your tolerance. In other words, you must stress the system. After doing that for several days, the same effort raises heart rate and sweating only a little. You become less short of breath, and the effort seems much easier. To become more aerobically fit, you have to increase the work stressor even more until the body again shows the stress of increased heart rate, shortness of breath, and sweating. If you stop exercising aerobically for weeks or months, your improved aerobic fitness will gradually be lost.

(3) *Muscle strength.* Body builders increase their muscle mass by lifting progressively heavier weights or working against progressively greater resistance on exercise machines. In order to increase muscle strength, you have to increase the stressor (the weight lifted) and the stress (the physiological increased effort within the muscle cells). After the muscle has become accustomed to lifting a given weight, it no longer seems like a great effort. There is little stress taking place in the muscle. The muscle will merely maintain its strength and not get any stronger with repeated exposure. If you stop doing even that amount of lifting, your muscles will get flabby again over time. A good maxim is, "If you do not use it, you will lose it."

b. It is important to understand that stressors which overstrain the adaptive capability of the body (whether or not they cause pain) do not hasten acclimatization or increase tolerance

to the stressor. They often retard it and may even permanently impair future acclimatization. Consider the examples of the physical stressors discussed above.

(1) Heat acclimatization is not speeded by getting heat cramps or heat exhaustion. Neither is it significantly slowed, although the person's self-confidence and motivation to try again may be impaired. However, people who are driven to the stage of heatstroke and survive will forever be physically less tolerant to heat. They will be more likely to develop heatstroke in the future if exposed to heat.

(2) Runners or body builders who push too hard early in training may not feel severe pain at the time. Hours later, however, they may develop muscle swelling, ache, and stiffness. At best, this will take days to recover to the point where the athlete can even continue with the exercise regimen. At worst, the damaged muscles may break down and release the substance myoglobin into the bloodstream which can permanently damage or destroy the kidneys. Excessive painful stress on bones, joints, and ligaments does not make them grow stronger but instead causes stress fractures, sprains, tears, and other damage that may require months of reduced activity to heal.

(3) The issue for the master fitness trainers is how to keep the physical work stressors and stress in the positive or eustress range which increases strength and fitness. They must control the stressors and stress so they are not extreme—too little or too much.

WARNING

Unconditioned, unacclimatized troops should not be overextended in training as this could cause severe injury or even death. A special physical training program will be required.

c. Positive stress also applies to mental stressors (cognitive and emotional), as well as to physical stressors (environmental and physiological). Appropriate exposure to mental/emotional stressors is necessary to increase tolerance to them.

(1) Armies have known for centuries about the positive effects of stress in preparing soldiers for combat. In old-style basic training (prior to 1970), the drill sergeant deliberately made himself more fearsome than death itself so that the trainee would learn to respond automatically, even in a state of terror. That technique is not useful today because modern war requires more small unit cohesion, trust between leaders and those led, and initiative even on the part of the junior enlisted soldier. The modern drill sergeant must, instead, require the trainees to meet difficult (stressful) standards and work with the trainees to assure that they master them. The result is a well-earned sense of confidence in self, comrades, and leaders that can be applied to future demands.

(2) The Army knows that airborne and air assault training are not just intended to teach the skills needed to arrive on a battlefield after jumping from a low-flying aircraft or repelling from a helicopter. Their greater value comes from requiring soldiers to confront and master their extremely strong, instinctive fear of heights under circumstances which are deliberately stressful at the time. During training, this fear builds self-confidence and a sense of special identity on completion. (In fact, the training itself is not exceedingly dangerous, statistically speaking. However, the possibility of death does exist if you are extremely unlucky or fail to do the task correctly. This can contribute to additional stress.)

(3) Ranger school is a clear example of the Army's recognition of the benefits of positive stress. A generic ranger course

objective would read: Perform complex and difficult physical and mental task under great pressure, sleep loss, water and food deprivation, and physical fatigue. No one coasts through ranger school. If anyone seems to be coasting through, the trained ranger cadre will increase the demand on that person until he, too, reaches the stage of stress where he realizes he cannot get through it all alone. Ranger school teaches small teams and their rotating leaders how to control stress in all the team members so the team accomplishes the mission. The training gives the individual soldier confidence, but even more, an awareness of how stress works in oneself and others. It teaches stress control, not stress reduction. Often the need for the team and its individual members is to play different mental and physical stressors against each other. This is done by increasing some stressors while decreasing others to keep the team on its mission and to keep individual soldiers from giving up.

d. To some degree, acclimatization to mental (cognitive/emotional) stressors also shares that "use it or lose it" feature which is true for adaptation to physical stressors. The airborne-qualified trooper may experience more unpleasant stress symptoms when jumping after not having jumped for many months. The physician may find the stress unexpectedly higher when performing a potentially risky patient-care procedure that was once so frequently practiced that it had seemed to involve no stress at all but which has not been performed for some time. However, the memory of successfully mastering the stressor in the past usually speeds up the return of adaptation.

e. Tolerance to mental stressors is increased by successfully facing and mastering similar stressors (just as tolerance to physical stressors is). However, being overwhelmed by emotional or mental stress may temporarily or permanently impair future tolerance (just as exceeding the ability to cope with physical

stressors may). Up to a point, mental stress (even uncomfortable mental stress) may increase tolerance to future stress without any current impairment. A higher level may cause temporary overstrain but may heal as strong or stronger than ever with rest and restorative processing. More severe overstrain, however, may permanently weaken tolerance to future mental stress. As with some cases of damage from physical stress, the harm done by mental stress may not be apparent at the time. It may only be apparent later. There is reason to believe that immediate preventive measures or treatment can greatly reduce the potential for chronic disability, even in cases of extreme emotional overstrain.

2-5. Relationship of Stress to Task Performance

Stress is an internal process which presumably evolves because it helps the individual to function better, stay alive, and cope successfully with stressors. However, there is an optimal range of arousal (or motivation or stress) for any given task.

a. If there is too little arousal, the job is done haphazardly or not at all because the individual is easily distracted, makes errors of omission, or falls asleep. If arousal becomes too intense, the individual may be too distractible or too focused on one aspect of the task. He may have difficulty with fine motor coordination and with discriminating when and how to act. If the individual is unfamiliar with his own stress reflexes and perceives them as dangerous (or incapacitating, or as a threat to self-esteem), the stress itself can become a stressor and magnify itself.

b. With extreme arousal, the individual may freeze (become immobile or petrified by fear). Alternately, he may become agitated and flee in disoriented panic. If stress persists too long, it

can cause physical and mental illnesses. Extreme stress with hopelessness can even result in rapid death, either due to sympathetic nervous system overstimulation (such as stroke or heart attack) or due to sympathetic nervous system shutdown (not simply exhaustion). An individual giving up can literally stop the heart from beating.

c. The original purpose of the stress reaction was to keep the person alive. The military requirement for the stress process is different. It is to keep the soldier in that range of physiological, emotional, and cognitive mobilization which best enables him to accomplish the military mission, whether that contributes to individual survival or not. This optimal range of stress differs from task to task. Tasks which require heavy but gross muscular exertion are performed best at high levels of arousal (Figure 2-1). Tasks that require fine muscle coordination and clear thinking (such as walking point on a booby-trapped jungle trail, or distinguishing subtle differences between friendly and enemy targets in a night-vision gun sight) or that require inhibiting action (such as waiting alertly in ambush) will be disrupted unless the stress process is kept finely tuned. If the stress process allows too much or too little arousal or if arousal does not lessen when it is no longer needed, stress has become harmful.

2-6. Fatigue

Fatigue means weariness and/or decreased performance capability due to hard or prolonged work or effort. It reflects the stage where the energy mobilized by the stress process is beginning to run down. If the effort continues, the fatigue can build to the point of exhaustion.

a. Fatigue can be produced by both physical and mental tasks. A well-known example of physical fatigue is muscle tiredness. This can be limited to specific muscles which have been

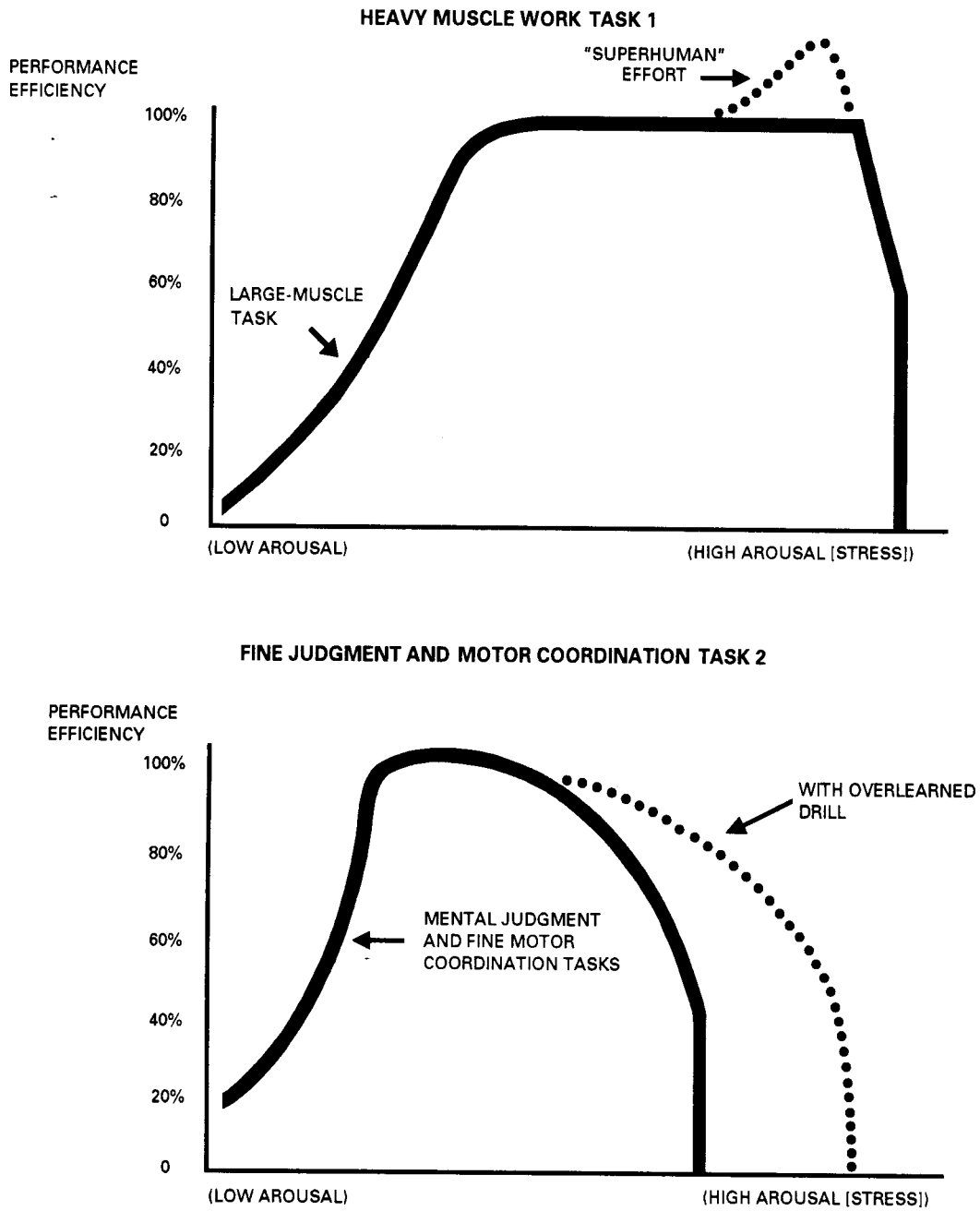


Figure 2-1. Change in performance with increasing arousal (stress) for two types of tasks.

overworked. Another example is aerobic fatigue (where the whole body is short of oxygen and perhaps blood sugar, is probably overheated, and is wanting to rest).

b. Sleep loss produces a different kind of fatigue which is primarily mental. The sleep-deprived person has trouble keeping his mind focused although he has no decrease in muscular or aerobic work capacity. People with sleep-loss fatigue usually appear tired and slowed down, or they may also be speeded up, hyperactive, and irritable.

c. Continued mental effort on a specific task, whether it is a task requiring much thinking or constant attention, produces mental fatigue. That is, performance gets progressively worse with time, and the person wishes he could stop to do something else. Even a few minutes of break, while the mind does some quite different mental tasks, substantially relieves the mental fatigue and improves the performance.

d. Physical illness can also bring on fatigue. People who have ever had the flu or even just a cold know how quickly one tires. They only want to rest or sleep.

e. Intense emotions also produce fatigue. This is especially true of anxiety and fear because they arouse the fight or flight reflexes of the physical stress process. This will be discussed later in justifying the use of the term battle fatigue.

f. The level of fatigue experienced may be influenced by—

- Work intensity.
- Task difficulty.
- Duration of sustained effort.
- General well-being of the individual.

Fatigue can also be influenced by the level of preparedness to perform the specific task.

(1) For physical fatigue: A marathon runner may have strong legs, superb aerobic fitness, great health, and self-confidence, but too little arm and shoulder strength to be able to chin himself even once before being stopped by fatigue.

(2) For emotional fatigue: A healthy, confident soldier may have learned to carry his Dragon missile and guide it to its target easily in peacetime training. But if he has never learned to control his own fear, he may find himself too quickly fatigued to even carry the weight, let alone keep the missile on target for 10 seconds while under real, lethal enemy fire. He may, however, still be able to perform simple tasks. In WWII, the following observations and conclusion were made:

(a) In the fighting for Kwajalein Atoll, troops were halted three times by enemy fire. Their energy was exhausted even though they suffered no casualties and had moved fewer than two miles. In the Normandy invasion, a strong infantry company with many vigorous young men hit the beach still fresh. Under intense fire, they found they had to drag their heavy machine guns across the beach a few feet at a time; when in training, they had been able to carry the same loads on the run.

(b) The Army reached the following conclusion from those observations: Fear and fatigue effect the body in similar ways. Fear, like physical work, drains the body of energy. This creates a self-perpetuating cycle. The overloaded soldier, feeling tired, becomes more susceptible to fear. The more fearful he becomes, the weaker he feels, and the more quickly he becomes fatigued.

2-7. Stages of Adaptation to a Threatening Situation

a. The stage of alarm (usually brief) is when the fight or flight response is extremely active. Performance is likely to be impaired unless the soldiers' responses are simple and instinctive (like running or freezing) or well drilled.

b. The stage of resistance is achieved if the subject successfully copes with the threat. The overarousal moderates and the sufferer begins to actively try to overcome or escape the

stressor or to adapt to it. Performance is often enhanced in the stage of resistance. If the stressor is mastered or adapted to, the person either returns to the baseline level of stress or may have some residual stress while working through the unpleasant memories and their long-term implications.

c. The stages of exhaustion may occur if the victim of stress is unable to escape, overcome, or tolerate a severe stressor. Performance deteriorates and may cease altogether. The victim may develop a stress-related illness and can even die of stress.

Section II. COMBAT PERFORMANCE AND COMBAT STRESS BEHAVIORS

2-8. Phases of Adaptation to Combat

During the first time in battle for soldiers, their combat performance is usually lower than it was in precombat training. The novice soldiers are also at relatively high risk of being killed or wounded. This is partly because they have not yet learned to identify and respond automatically to the true dangers (such as the specific sounds of incoming artillery or mortar rounds). Under extreme stress, they may experience difficulty with focusing their attention and remembering what they were taught in training. Their ineffectiveness may also be caused by fear-induced fatigue. First-battle soldiers are at high risk of becoming battle fatigue casualties. Soldiers in their first time under fire are likely to experience high anxiety (the stages of alarm) (see Figure 2-2[A]). Poor showing on first exposure to real battle can be reduced by providing tough, realistic training (especially battle drills under high stress), but it cannot be totally prevented.

a. *The Experienced Veteran.* If the soldier does not become a casualty in the first

battle, his combat skills will improve quickly over the next few days. His skills continue to improve gradually over the next weeks until he is as good as he can get. An experienced soldier gains confidence in his skill, comrades, and leaders (see Figure 2-2[B]). For him, the stage of alarm is mostly in anticipation. He responds selectively and automatically to the truly dangerous sounds and cues of the battlefield. When the action starts, he immediately achieves the stage of resistance and is remarkably calm as he focuses on his job. However, the veteran is likely to have a considerable rebound of arousal and anxiety when the fight is over. Not all veteran soldiers ever achieve the state of really low fear in action. Some drop to mid levels, yet still perform their duties effectively.

b. *Sustainment of Optimal Combat Skills.* Combat skills and high stress tolerance are maintained when frequent successful combat actions occur. If losses in the unit remain low, the veteran can maintain his optimal combat skills for many months. If there is a prolonged cease-fire or if the skilled soldier leaves the

combat zone on individual R&R, there may be a brief drop in performance on his return to battle. That drop would be accompanied by a return of the anxiety pattern shown by new soldiers (Figure 2-2[A]) but the anxiety is much briefer. This would be like the anxiety felt by the airborne-qualified soldier who is making a jump after not having done so for many months. Predictably, the experienced veteran will regain his combat performance edge quickly upon returning to battle.

c. *The Overstressed Veteran.* If the unit suffers many casualties, however, and the chance of surviving a long war seems poor, the experienced soldier's combat performance begins

to decline. It can occur after 14 to 21 days of cumulative combat or even after only a few days of extremely heavy losses. The overstressed veteran becomes more careful, loses initiative, and may be indecisive when he needs to act quickly. Figure 2-2(C) shows the anxiety pattern of an overstressed soldier who is doubting his chances of survival. There were too many close calls in the last battle; too many of his friends were killed (slowly over time or quickly). Under such stress, he feels his own skills are slipping, and it is just a matter of time before he, too, will surely be killed or maimed. Unless he is given the opportunity and help to reduce arousal level and regain some hope, he will soon fail.

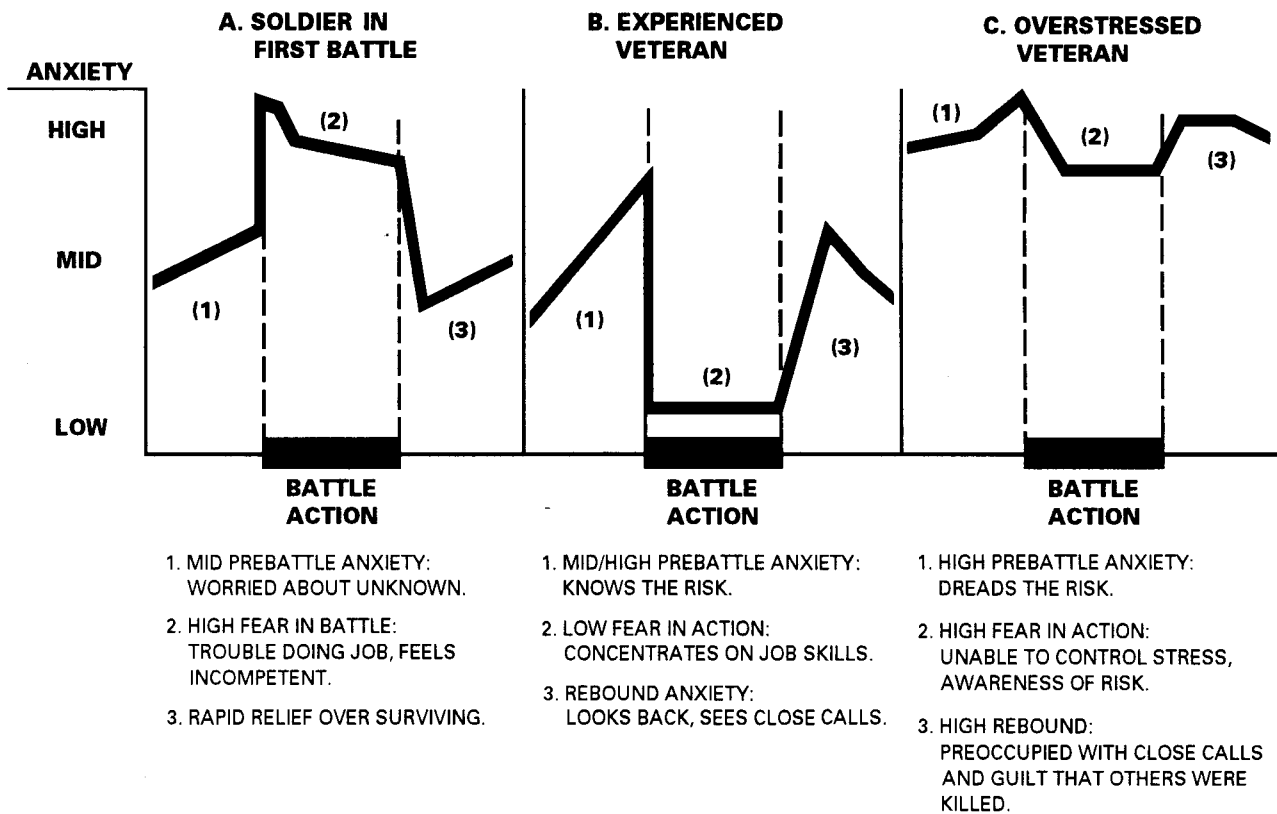


Figure 2-2. Anxiety, fear, and arousal at different stages in combat tour.

d. Decline of Combat Skills. How quickly performance declines will usually be related to how many casualties have occurred and how close the soldier was to them (both physically and emotionally). The decline may be hastened or slowed by leadership, unit, scenario, and home front factors such as those discussed in later chapters and in Appendix A.

e. Restoration of Combat Skills. Rest and recuperation, preferably with other soldiers in the unit, can substantially restore combat proficiency. Rest would also substantially return the anxiety pattern to that of the experienced veteran (Figure 2-2[B]). This recuperation can be accomplished with the help of the medical and combat stress control/mental health personnel at a medical restoration or reconditioning facility.

2-9. Combat Stress Behaviors

a. Combat Stress Behaviors. Combat stress behavior is the generic term which covers the full range of behaviors in combat, from behaviors that are highly positive to those that are totally negative. Table 2-2 provides a listing of positive stress responses and behaviors, plus two types of dysfunctional combat stress behaviors—those which are labeled misconduct stress behaviors and those which are labeled battle fatigue.

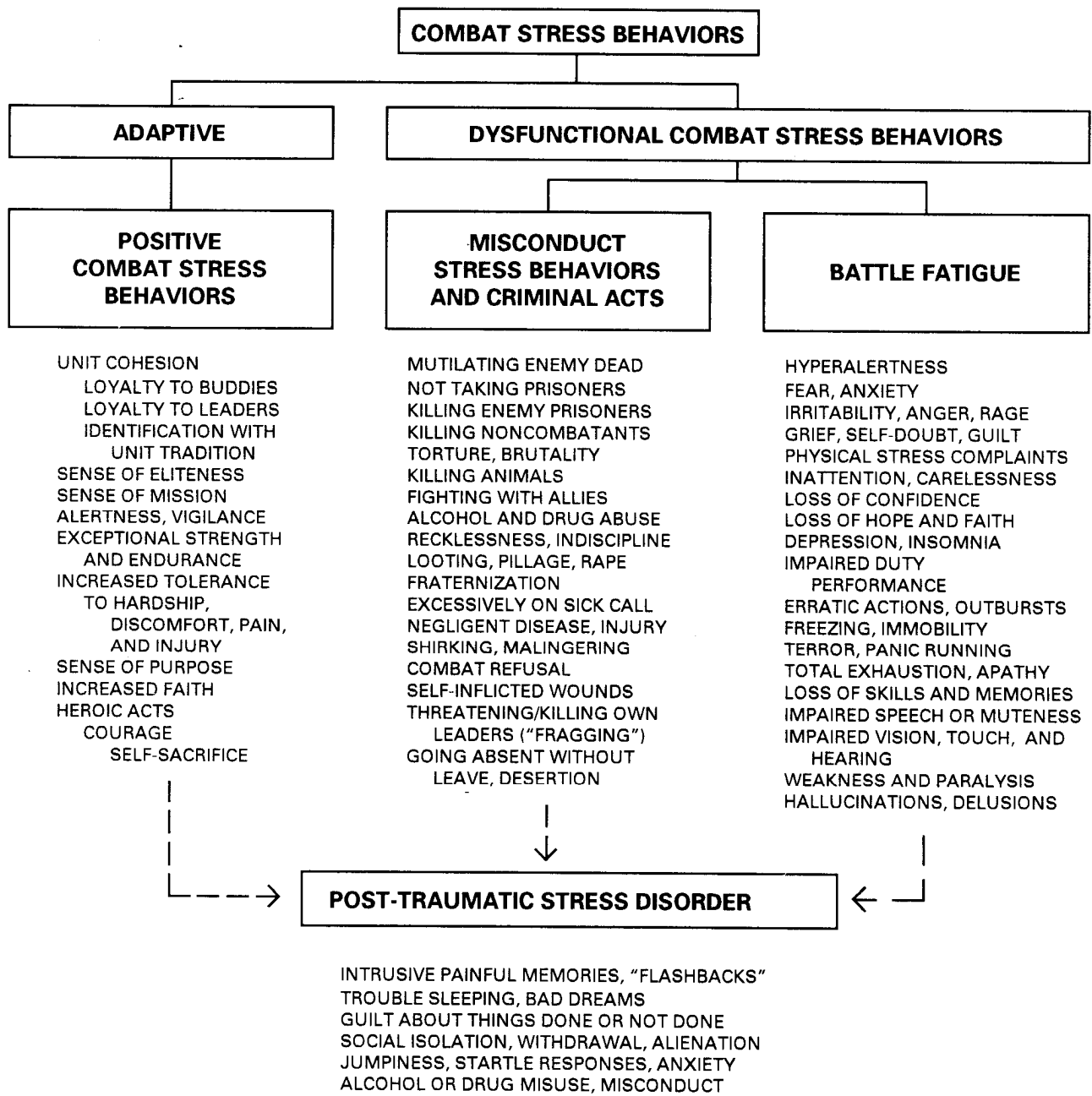
b. Positive Combat Stress Behaviors. Positive combat stress behaviors include the heightened alertness, strength, endurance, and tolerance to discomfort which the fight or flight stress response and the stage of resistance can produce when properly in tune. Examples of positive combat stress behaviors include the strong personal bonding between combat soldiers and the pride and self-identification which they develop with the combat unit's history and mission (unit esprit). These together form unit

cohesion—the binding force that keeps soldiers together and performing the mission in spite of danger and death. The ultimate positive combat stress behaviors are acts of extreme courage and action involving almost unbelievable strength. They may even involve deliberate self-sacrifice. Positive combat stress behaviors can be brought forth by sound military training (drill), wise personnel policies, and good leadership. The results are behaviors which are rewarded with praise and perhaps with medals for individual valor and/or unit citations. The positive combat stress behaviors are discussed further in Chapter 3.

c. Misconduct Stress Behaviors. Examples of misconduct stress behaviors are listed in the center column of Table 2-2. These range from minor breaches of unit orders or regulations to serious violations of the Uniform Code of Military Justice (UCMJ) and perhaps the Law of Land Warfare. As misconduct stress behaviors, they are most likely to occur in poorly trained, undisciplined soldiers. However, they can also be committed by good, even heroic, soldiers under extreme combat stress. Misconduct stress behavior can be prevented by stress control measures, but once serious misconduct has occurred, it must be punished to prevent further erosion of discipline. Combat stress, even with heroic combat performance, cannot justify criminal misconduct. See Chapter 4 for a discussion of misconduct stress behaviors.

d. Battle Fatigue. Battle fatigue is also called combat stress reaction or combat fatigue. See Table 2-2 for examples of battle fatigue. Those battle fatigue behaviors which are listed near the top may accompany excellent combat performance and are often found in heroes, too. These are normal, common signs of battle fatigue. Those that follow are listed in descending order to indicate progressively more serious or warning signs. Warning signs deserve immediate attention by the leader, medic, or buddy to prevent

Table 2-2. Combat Stress Behaviors



potential harm to the soldier, others, or the mission. Warning signs do not necessarily mean the soldier must be relieved of duty or evacuated if they respond quickly to helping actions. However, soldiers may need evaluation at medical treatment facilities to rule out other physical or mental illness. If the symptoms of battle fatigue persist and make the soldier unable to perform duties reliably, then medical treatment facilities, such as clearing station and specialized combat stress control teams, can provide restorative treatment. At this point, the soldier is a battle fatigue casualty. For those cases, prompt treatment close to the soldier's unit provides the best potential for returning the soldier to duty. See Chapter 5 for a detailed discussion of battle fatigue.

2-10. Overlapping of Combat Stress Behaviors

The distinction between positive combat stress behaviors, misconduct stress behaviors, and battle fatigue is not always clear. Indeed, the three categories of combat stress behaviors may overlap, as diagrammed in Figure 2-3. Soldiers

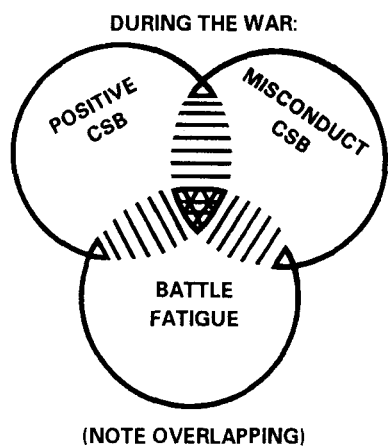


Figure 2-3. Overlapping of combat stress behaviors.

with battle fatigue may show misconduct stress behaviors and vice versa. Heroes who exemplify the positive combat stress behaviors may suffer symptoms of battle fatigue and may even be battle fatigue casualties before or after their heroic deeds. Excellent combat soldiers may commit misconduct stress behaviors in reaction to the stressors of combat before, during, or after their otherwise exemplary performance. Combat stress, even with good combat behavior, does not excuse criminal acts. However, it could be taken into account as an extenuating circumstance for minor (noncriminal) infractions or in determining nonjudicial punishment under Article 15, UCMJ, for minor offenses.

2-11. Post-Traumatic Stress Disorder

Post-traumatic stress symptoms are normal responses after extremely abnormal and distressing events.

a. Post-Traumatic Stress Disorder Signs and Symptoms. As with battle fatigue, post-traumatic stress symptoms come in normal/common and warning signs. These signs and symptoms do not necessarily make the sufferer a casualty or deserve the label of disorder. It is normal for the survivor of one or more horrible events to have painful memories; to have anxiety (perhaps with jumpiness or being on guard); to feel guilt (over surviving or for real acts of omission or commission); and to dream unpleasant dreams about it. This becomes PTSD only when either the pain of the memories or the actions the person takes to escape the memories (such as substance abuse, avoidance of reminders, social estrangement, and withdrawal) interfere with occupational or personal life goals.

b. Post-Traumatic Stress Disorder Preventive Measures. As with battle fatigue, there is no virtue in suffering, ignoring, neglecting, or hiding post-traumatic stress symptoms.

The normal/common signs deserve routine preventive measures, such as talking out and working through the painful memories. The warning signs certainly deserve this attention, as self-aid, buddy aid, and leader aid. Good preventive measures can head off true PTSD which might not show up until years after the incident.

c. Relationship Between Post-Traumatic Stress Disorder and Battle Fatigue. While PTSD and battle fatigue obviously share much in common, by definition, symptoms are not PTSD until the trauma is over (post). Therefore, this diagnosis should not be made while the soldier continues in, or is expected to return quickly to, the combat mission. As the dotted lines (Table 2-2) show, PTSD can follow battle fatigue (especially if inadequately or incorrectly treated). Israeli studies confirm earlier observations that immediate, far-forward treatment and return to duty protect battle fatigue casualties against subsequent PTSD. Premature evacuation of battle fatigue casualties often results in chronic PTSD. However, most cases of acute, chronic, and delayed PTSD after a war were not battle fatigue casualties during the battles.

d. Relationship Between Post-Traumatic Stress Disorder and Misconduct Stress Behavior. Post-traumatic stress disorder often follows misconduct stress behaviors. It may occur in—

- The victims of others' misconduct.
- Those who committed misconduct under stress and are haunted by guilt later.

- Those who were passive or reluctant participants.
- Those who simply observed severe misconduct and its human consequences.
- Those who were involved as rescuers or care givers.

e. Post-Traumatic Stress Disorder and Positive Combat Stress Behavior. Post-traumatic stress disorder can also occur in soldiers (or veterans and civilians) who showed no maladaptive stress behaviors at the time of the trauma and who showed positive, even heroic, combat stress behaviors. Even heroes can feel delayed grief and survivor guilt for lost buddies or be haunted by the memory of the enemy soldiers they killed in battle.

f. Leader Responsibilities to Prevent Post-Traumatic Stress Disorder. During the conflict, commanders and NCOs have the additional responsibility of preventing or minimizing subsequent PTSD. The most important preventive measure is routine after-action debriefing by small teams after any difficult operation (see Chapter 6 for additional discussion). Critical event debriefings led by trained debriefing teams should be scheduled following exceptionally traumatic events. Recommended leader actions are provided in Appendix A. When units or individual soldiers redeploy home from combat, leaders should debrief them and help prepare them for the transition. As Figure 2-4 illustrates, painful memories do not have to become clinical PTSD or misconduct stress behaviors. They can be accepted and diverted into positive growth. Chapter 6 gives more information on PTSD and its prevention and treatment.

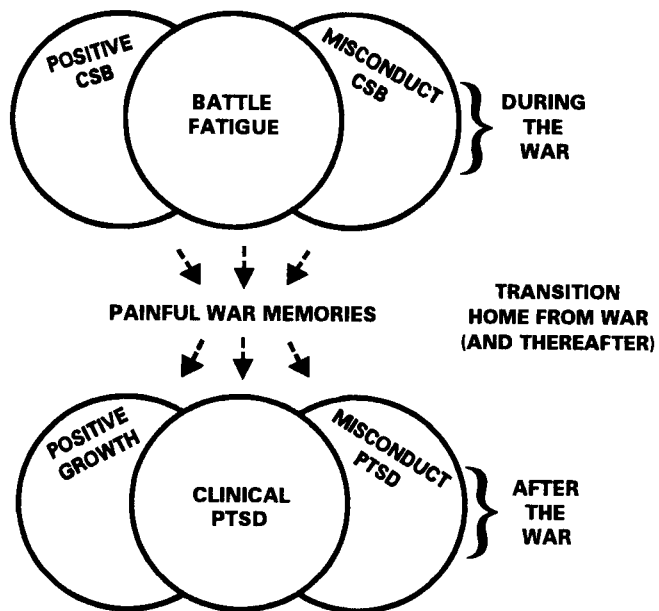


Figure 2-4. Relation between combat stress behaviors and PTSD.

Appendix D, Student Handouts

TSP: L224

TITLE: The Four Direct Leadership Skills

This page intentionally left blank

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 thru SH-1-3
SH-2, Case Study "The Big Test."	SH-2-1 and SH-2-2

This page intentionally left blank

Student Handout 1

This student handout contains the Advance Sheet.

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of three hours and ten minutes of small group instruction and a forty minute practical exercise.

Overview

During this lesson you will learn the interpersonal, conceptual, technical, and tactical skills that the leader must KNOW to effectively lead a squad of soldiers. First you will learn how communicating, supervising, and counseling are key interpersonal skills. You will learn the four conceptual skills--critical reasoning, creative thinking, ethical reasoning process, and reflective thinking--to ensure that your decisions are thought through and you make the best possible decisions. You will learn the importance of technical expertise in knowing and operating equipment so as to train soldiers in its use, to include new equipment. And finally, the two areas--doctrine and fieldcraft--that a must KNOW to lead a squad of soldiers in peace and war.

Learning Objective

Terminal Learning Objective (TLO).

Action:	Demonstrate the four direct leadership skills a leader must KNOW.
Conditions:	In a classroom environment, given a squad, a situational training exercise and FM 22-100.
Standard:	Demonstrated the direct leadership skills a leader must KNOW by identifying and incorporating interpersonal, conceptual, technical and tactical skills to effectively lead a squad of soldiers IAW FM 22-100.

ELO A Identify the three skills that make up a leader's interpersonal skills.

ELO B Identify the four categories that make up the conceptual skills of a leader.

ELO C Identify the two areas that make up the technical skills of a leader.

ELO D Identify the two areas that make up the tactical skills of a leader.

Assignment

The student assignments for this lesson are:

- Read: FM 22-100, Chapter 4, para 4-14 thru 4-17.
- Study: FM 22-100, Chapter 4, para 4-1 thru 4-13, and para 4-18 thru 4-53; Appendix A, para A-20 thru A-25; and Appendix C, para C-15 thru C-21.

Additional Subject Area Resources

None

Bring to Class

- All reference material received.
 - Pencil or pen and writing paper.
-

Note to Students

It is your responsibility to do the homework prior to class. We expect you to come to class prepared. You will participate in small group discussion. We expect you to participate in the discussion by providing information you learned from your study and also your personal and observed experiences. Failure to study and read the assignments above will result in your inability to participate with the rest of the group. Not having your input affects the group's ability to fully discuss the information.

Student Handout 2

This student handout contains a Case Study “The Big Test.”

This page intentionally left blank

Case Study, “The Big Test”

SGT Jones and his best friend SGT Smith are attending the primary leadership development course at Camp Swampy. SGT Smith has to take the leadership examination a second time. If he fails the reexamination it would mean that the NCO academy would academically drop SGT Smith and return him to his unit. This would result in SGT Smith's unit administratively reducing SGT Smith back to the rank of specialist. SGT Jones spent a considerable amount of time helping SGT Smith prepare for the reexamination.

During the reexamination, SGT Jones notices that SGT Smith is using a “cheat sheet.” SGT Smith has hidden it in one of his reference books allowed for use during the reexamination. The academic honor code of the NCO academy forbids cheating and requires that students report any acts of cheating to the chain of command.

This page intentionally left blank

Appendix D, Student Handouts

TSP: L225

TITLE: The Three Direct Leadership Actions

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: L225 version 1

This appendix contains the items listed in this table--

Item/Title	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Extract from FM 22-100, Figure 5-5	SH-2-1 and SH-2-2

This page intentionally left blank

Student Handout 1

This student handout contains the Advance Sheet.

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of three hours of small group instruction.

Overview

During this lesson you will learn the three leadership actions that direct leaders must perform to effectively lead a squad. You will learn of the many categories (actions) that make up influencing, operating, and improving.

Learning Objective

Terminal Learning Objective (TLO).

Action:	Demonstrate the three direct leadership actions a leader must DO.
Conditions:	In a classroom environment culminating in a situational training exercise and given a squad.
Standards:	Demonstrated the three direct leadership actions--influencing, operating, improving--that a direct leader must DO to effectively lead a squad of soldiers in peace or combat IAW FM 22-100.

ELO A Identify the three categories that make up the "Influencing" direct leadership action.

ELO B Identify the three categories that make up the "Operating" direct leadership action.

ELO C Identify the three categories that make up the "Improving" direct leadership action.

Assignment

The student assignments for this lesson are:

- Study Chapter 5, FM 22-100.
-

Additional Subject Area Resources

None

Bring to Class

- All reference material received.
 - Pencil or pen and writing paper.
-

Note to Students

It is your responsibility to do the homework prior to class. We expect you to come to class prepared. You will participate in small group discussion. We expect you to participate in the discussion by providing information you learned from your study and your personal and observed experiences. Failure to study and read the assignments above will result in your inability to participate with the rest of the group. Not having your input affects the group's ability to discuss fully the information.

This page intentionally left blank

Student Handout 2

This student handout contains one page of extracted material from FM 22-100.

This page intentionally left blank

TEAM BUILDING STAGES		
	SUBORDINATE STAGE	LEADER & UNIT/ORGANIZATION ACTIONS
FORMATION STAGE		
GENERIC →	<ul style="list-style-type: none"> • Achieve belonging and acceptance • Set personal & family concerns • Learn about leaders and other members 	<ul style="list-style-type: none"> • Listen to and care for subordinates • Design effective reception and orientation • Communicate • Reward positive contributions • Set example
SOLDIER CRITICAL →	<ul style="list-style-type: none"> • Face the uncertainty of war • Cope with fear of unknown injury and death • Adjust to sights and sounds of war • Adjust to separation from home and family 	<ul style="list-style-type: none"> • Talk with each soldier • Reassure with calm presence • Communicate vital safety tips • Provide stable situation • Establish buddy system • Assist soldiers to deal with immediate problems
ENRICHMENT STAGE		
GENERIC →	<ul style="list-style-type: none"> • Trust leaders & other members • Find close friends • Learn who is in charge • Accept the way things are done • Adjust to feelings about how things ought to be done • Overcome family-versus-unit conflict 	<ul style="list-style-type: none"> • Trust and encourage trust • Allow growth while keeping control • Identify and channel emerging leaders • Establish clear lines of authority • Establish individual and unit goals • Train as a unit for mission • Build pride through accomplishment • Acquire self-evaluation/self-assessment habits • Be fair and give responsibility
SOLDIER CRITICAL →	<ul style="list-style-type: none"> • Survive • Demonstrate • Become a team member quickly • Learn about the enemy • Learn about the battlefield • Avoid life-threatening mistakes 	<ul style="list-style-type: none"> • Train as a unit for combat • Demonstrate competence • Know the soldiers • Pace subordinate battlefield integration • Provide stable unit climate • Emphasize safety awareness for improved readiness
SUSTAINMENT STAGE		
GENERIC →	<ul style="list-style-type: none"> • Trust others • Share ideas and feelings freely • Assist other team members • Sustain trust and confidence • Share mission and values 	<ul style="list-style-type: none"> • Demonstrate trust • Focus on teamwork, training & maintaining • Respond to subordinate problems • Devise more challenging training • Build pride and spirit through unit sports, social & spiritual activities
SOLDIER CRITICAL →	<ul style="list-style-type: none"> • Adjust to continuous operations • Cope with casualties • Adjust to enemy actions • Overcome boredom • Avoid rumors • Control fear, anger, despair, and panic 	<ul style="list-style-type: none"> • Observe and enforce sleep discipline • Sustain safety awareness • Inform soldiers • Know and deal with soldiers' perceptions • Keep soldiers productively busy • Use in-process reviews and after action reviews. • Act decisively in face of panic

Figure 5-5, FM 22-100, Team Building Stages

This page intentionally left blank

Appendix D, Student Handouts

TSP: L226

TITLE: Maintain Discipline

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: L226 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
Extracted Material from AR 600-20	SH-2-1
Extracted Material from AR 27-10	SH-3-1
Extracted Material from FM 27-14	SH-4-1
SH-5, Extracted Material from TSP 181-A-0001	SH-5-1 thru SH-5-11

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of four hours of conference/discussion.

Overview During this lesson you will learn that, as a noncommissioned officer you are the commander's front-line in the continuing effort to gain and maintain a high standard of discipline in the unit. This lesson explains the options available to the NCO support channel and the chain of command to enforce unit discipline.

Learning Objective Terminal Learning Objective (TLO).

Action:	Determine the leader's role in maintaining unit discipline.
Conditions:	In a classroom or field environment (culminating in a situational training exercise) and given a squad and extracts from FM 22-100, FM 27-14, AR 27-10, AR 600-20, and TSP 181-A-1001.
Standards:	Determined the leader's role in maintaining unit discipline by identifying the difference between types of discipline, types of military authority, and individual and command responsibilities; identifying NCO responsibilities and associated duties, command relationships between officers, NCOs, and their subordinates; identifying the difference between nonjudicial punishment and nonpunitive measures; determining which corrective measures are available that best support the NCO's role in maintaining discipline; and identifying the legal implications of the DOD homosexual conduct policy IAW FM 22-100, AR 27-10, FM 27-14, AR 600-20, and TSP 181-A-0001.

- ELO A** Identify the differences between discipline and self-discipline.
 - ELO B** Identify the types of military authority.
 - ELO C** Identify the difference between individual and command responsibility.
 - ELO D** Identify noncommissioned officer responsibilities and associated duties.
 - ELO E** Identify command relationships desired between officers, NCOs, and their subordinates.
 - ELO F** Identify the difference between nonjudicial punishment and nonpunitive measures.
 - ELO G** Determine which corrective measures are available that best support your role in maintaining unit discipline.
 - ELO H** Identify the legal implications of the DOD homosexual conduct policy.
-

Assignment

The student assignments for this lesson are:

- Student Handout 1, Advance Sheet
- Student Handout 2, Extracted Material from AR 600-20
- Student Handout 3, Extracted Material from AR 27-10
- Student Handout 4, Extracted Material from FM 27-14
- Student Handout 5, Extracted Material from TSP 181-A-0001
- FM 22-100, p 1-17 and 1-18, para 1-71 and 1-72; p 2-12, para 2-46 and 2-47; p 2-21, para 2-85; p 3-1 thru 3-3, para 3-6 thru 3-13; p 3-6, para 3-28; App A, p A-1 thru A-4, para A-1 thru A-19 and Fig A-1.

**Additional
Subject Area
Resources**

None

Bring to Class

- All reference material received for this lesson.
 - Pencil or pen and writing paper
-

Student Handout 2

Extracted Material from AR 600-20

This student handout contains 10 pages of extracted material from the following publication:

AR 600-20, Army Command Policy, 15 May 2002

Item/Title	Reading Assignment
Chap 1, p 1 and 2	para 1-5
Chap 2, p 5 and 6	para 2-1 thru 2-4
Chap 3, p 12 and 13	para 3-1 and 3-2
Chap 4, p 15 thru 17, 19, and 20	para 4-5, 4-8, and 4-14 thru 4-16

Disclaimer: The training developer downloaded this extract from the U.S. Army Publishing Directorate Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

Chapter 1 Introduction

1–1. Purpose

This regulation prescribes the policies and responsibilities of command, which include military discipline and conduct, and the Army Equal Opportunity Program.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are listed in the glossary.

1–4. Responsibilities

The detailed responsibilities are listed and described in separate chapters under specific programs and command functions. This paragraph outlines those general responsibilities.

a. The Deputy Chief of Staff , G–1 (DCS, G-1) will formulate, manage, and evaluate command policies, plans, and programs that relate to:

(1) Chain of command (para 2-1); designation of junior in the same grade to command (para 2-7); and assumption of command by the senior when the commander dies, is disabled, resigns, retires, or is absent (para 2-8).

(2) Extremist organizations and activities (para 4-12), relationships between soldiers of different rank (para 4-14), other prohibited relationships (4-15), and homosexual conduct policy (para 4-19).

(3) Political activities (para 5-3), Family Care Plans (para 5-5), and accommodation of religious practices (para 5-6).

(4) The Army Equal Opportunity (EO) Program (paras 6-2 and 6-18)

b. The officials listed below have responsibilities for specific groups of personnel concerning awareness of the Army's accommodation of religious practices policies. Every enlisted soldier (including reenlistment), cadet, warrant officer, and commissioned officer applicant needs to be informed of the Army's accommodation of religious practices policies under this regulation (para 5-6).

(1) The Judge Advocate General. All judge advocate officer accessions.

(2) The Chief of Chaplains. All chaplain officer accessions. This principal HQDA official will also formulate and disseminate education and training programs regarding religious traditions and practices within the U.S. Army.

(3) The Superintendent, U. S. Military Academy. All U.S. Military Academy cadet applicants.

(4) The CG, U.S. Army Training and Doctrine Command (TRADOC). All Reserve Officer Training Corps cadets and all officer and warrant officer candidates.

(5) The CG, U.S. Army Recruiting Command (USAREC). All enlisted and AMEDD officer accessions.

c. Commanders at all levels will implement and enforce the chain of command and Army command policies.

1–5. Command

a. Privilege to command. Command is exercised by virtue of office and the special assignment of members of the United States Armed Forces holding military grade who are eligible to exercise command. A commander is therefore a commissioned or warrant officer who, by virtue of grade and assignment, exercises primary command authority over a military organization or prescribed territorial area that under pertinent official directives is recognized as “command.” The privilege to command is not limited solely by branch of Service except as indicated in chapter 2. A civilian, other than the President as Commander-in Chief (or National Command Authority), may not exercise command. However, a civilian may be designated to exercise general supervision over an Army installation or activity under the command of a military superior.

b. Elements of command. The key elements of command are authority and responsibility. Formal authority for command is derived from the policies, procedures, and precedents presented in chapters 1 through 3.

c. Characteristics of command leadership. The commander is responsible for establishing leadership climate of the unit and developing disciplined and cohesive units . This sets the parameters within which command will be exercised and, therefore, sets the tone for social and duty relationships within the command. Commanders are also responsible for the professional development of their soldiers. To this end, they encourage self-study, professional development, and continued growth of their subordinates' military careers.

(1) Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their soldiers, the Army, and the Nation, they earn the loyalty of their soldiers. If leaders consider their soldiers' needs and care for their well-being, and if they demonstrate genuine concern, these leaders build a positive command climate.

(2) Duty is obedient and disciplined performance. Soldiers with a sense of duty accomplish tasks given them, seize opportunities for self-improvement, and accept responsibility from their superiors. Soldiers, leader and led alike, work together to accomplish the mission rather than feed their self-interest.

(3) Integrity is a way of life. Demonstrated integrity is the basis for dependable, consistent information, decision-making, and delegation of authority.

(4) Professionally competent leaders will develop respect for their authority by-

(a) Striving to develop, maintain, and use the full range of human potential in their organization. This potential is a critical factor in ensuring that the organization is capable of accomplishing its mission.

(b) Giving troops constructive information on the need for and purpose of military discipline. Articles in the UCMJ which require explanation will be presented in such a way to ensure that soldiers are fully aware of the controls and obligations imposed on them by virtue of their military service. (See Art 137, UCMJ.)

(c) Properly training their soldiers and ensuring that both soldiers and equipment are in the proper state of readiness at all times. Commanders should assess the command climate periodically to analyze the human dimension of combat readiness. Soldiers must be committed to accomplishing the mission through the unit cohesion developed as a result of a healthy leadership climate established by the command. Leaders at all levels promote the individual readiness of their soldiers by developing competence and confidence in their subordinates. In addition to being mentally, physically, tactically, and technically competent, soldiers must have confidence in themselves, their equipment, their peers, and their leaders. A leadership climate in which all soldiers are treated with fairness, justice, and equity will be crucial to development of this confidence within soldiers. Commanders are responsible for developing disciplined and cohesive units sustained at the highest readiness level possible.

d. *Assignment and command.* Soldiers are assigned to stations or units where their services are required. The commanding officer then assigns appropriate duties. Without orders from proper authority, a soldier may only assume command when eligible according to chapter 2.

1-6. Military grade and rank

a. Military rank among officers of the same grade or of equivalent grade is determined by comparing dates of rank. An officer whose date of rank is earlier than the date of rank of another officer of the same or equivalent grade is senior to that officer. Grade and precedence of rank confers eligibility to exercise command or authority in the United States military within limits prescribed by law. (10 USC 741)

b. Grade is generally held by virtue of office or position in the Army. For example, second lieutenant (2LT), captain (CPT), sergeant first class (SFC), chief warrant officer two (CW2) are grades. Table 1-1 shows the grades in the Army in order of their precedence. It indicates the grouping of grades into classes, pay grades, titles of address, and abbreviations.

c. The pay grade is also an abbreviated numerical device with useful applications in pay management, personnel accounting, automated data organization, and other administrative fields. However, the numerical pay grade will not be used as a form of address or title in place of the proper title of address of grade. A soldier holding the numerical pay grade of E-5 will be addressed as Sergeant, not as "E-5." (See table 1-1.)

d. All chaplains are addressed as "Chaplain," regardless of military grade or professional title. When a chaplain is addressed in writing, grade is indicated in parentheses; for example, Chaplain (Major) John F. Doe.

e. Conferring honorary titles of military grade upon civilians is prohibited. However, honorary titles already conferred will not be withdrawn.

Table 1-1
Grades of rank, U.S. Army

General Officers	
Grade of rank: General of the Army Pay grade: Special Title of address: General Abbreviation: GA (See footnote 1)	Grade of rank: Major General Pay grade: O-8 Title of address: General Abbreviation: MG
Grade of rank: General Pay grade: O-10 Title of address: General Abbreviation: GEN	Grade of rank: Brigadier General Pay grade: O-7 Title of address: General Abbreviation: BG
Grade of rank: Lieutenant General Pay grade: O-9 Title of address: General Abbreviation: LTG	
Field Grade Officers	

**Table 1–2
Comparable rank among the Services—Continued**

Army	Air Force	Marine Corps	Navy
Chief Warrant Officer One	Chief Warrant Officer One	Chief Warrant Officer One	Chief Warrant Officer
Cadets			
Cadet	Cadet	---	Midshipman
Enlisted			
Sergeant Major of the Army	Chief Master Sergeant of the Air Force	Sergeant Major of the Marine Corps	Master Chief Petty Officer of the Navy
Command Sergeant Major	Chief Master Sergeant	Sergeant Major	Command Master Chief Petty Officer
Sergeant Major		Master Gunnery Sergeant	Master Chief Petty Officer
First Sergeant	Senior Master Sergeant	First Sergeant Officer	Senior Chief Petty
Master Sergeant	---	Master Sergeant	---
Sergeant First Class	Master Sergeant	Gunnery Sergeant	Chief Petty Officer
Staff Sergeant	Technical Sergeant	Staff Sergeant Class	Petty Officer First
Sergeant	Staff Sergeant	Sergeant Class	Petty Officer Second
Corporal	Sergeant	Corporal Class	Petty Officer Third
Specialist	---	---	---
Private First Class	Airman First Class	Lance Corporal	Seaman
Private	Airman	Private First Class	Seaman Apprentice
Private	Basic Airman	Private	Seaman Recruit

1–8. Precedence between members of the Army and members of foreign military services serving with the Army

Members of foreign military services serving with the U.S. Army have equal status with Army members of equivalent grade. When authorized by the President or the Secretary of Defense, members of foreign military service serving with the U.S. Army may exercise operational or tactical control, but may not exercise command over soldiers of the United States Army.

Chapter 2 Command Policies

2–1. Chain of Command

a. The chain of command assists commanders at all levels to achieve their primary function of accomplishing the unit's assigned mission while caring for personnel and property in their charge. A simple and direct chain of command facilitates the transmittal of orders from the highest to the lowest levels in a minimum of time and with the least chance of misinterpretation. The command channel extends upward in the same manner for matters requiring official communication from subordinate to senior.

b. Commanders are responsible for everything their command does or fails to do. However, commanders subdivide responsibility and authority and assign portions of both to various subordinate commanders and staff members. In this way, a proper degree of responsibility becomes inherent in each command echelon. Commanders delegate sufficient authority to soldiers in the chain of command to accomplish their assigned duties, and commanders may hold these soldiers responsible for their actions. The need for a commander or staff officer to observe proper channels in issuing instructions or orders to subordinates must be recognized.

c. Proper use of the chain of command is vital to the overall effectiveness of the Army. Commanders must acquaint all their soldiers with its existence and proper function. Effective communication between senior and subordinate soldiers within the chain of command is crucial to the proper functioning of all units. Therefore, soldiers will use the chain of command when communicating issues and problems to their leaders and commanders.

2–2. Open Door Policies

Commanders will establish an open door policy within their commands. Soldiers are responsible to ensure that the

commander is made aware of problems that affect discipline, morale, and mission effectiveness; and an open door policy allows members of the command to present facts, concerns, problems of a personal or professional nature, or other issues which the soldier has been unable to resolve. The timing, conduct, and specific procedures of the open door policy are determined by the commander. He or she is responsible for ensuring that soldiers are aware of the command's open door policy.

2-3. Performance Counseling

Commanders will ensure that all members of their command receive timely performance counseling. Effective performance counseling of officer, noncommissioned officer (NCO), enlisted soldiers, and DA civilian employees helps to ensure that they are prepared to efficiently carry out their duties and accomplish the mission. AR 623-105 and AR 623-205 contain counseling requirements in conjunction with the evaluation reporting systems. Unit commanders will determine the timing and specific methods used to provide guidance and direction through counseling. FM 22-101 provides advice and makes suggestions concerning effective counseling. Providing regular and effective performance counseling to all soldiers, not just those whose performance fails to meet unit standards, is a command function. All commanders will ensure that their subordinate commanders have implemented and are maintaining an effective performance counseling program.

2-4. Staff or technical channels

Staff or technical channels may be used for sending reports, information, or instructions not involving variations from command policy and directives.

2-5. Command of installations, activities, and units

a. Responsibility. The senior regularly assigned United States Army officer present for duty normally has responsibility for the command of units, platoon level and above, except as shown in paragraphs 2-8a, 2-15, and 2-16.

b. Command of installations. Army installations are assigned to and operate under commanders of major Army commands (MACOMs) or, in selected cases, field operating agencies (FOAs). The installation commander is normally the senior commander on the installation. In addition to mission functions, the installation commander has overall responsibility for all real estate, facilities, base support operations, and activities on the installation. At those installations where the senior commander is assigned to a tenant organization, the MACOM/FOA to which the installation is assigned may designate the garrison commander as the installation commander subject to the following restrictions:

(1) Installation commanders will not exercise operational control over tenant organization missions. Relationships and responsibilities of the installation and tenant organizations should be established by support agreements. See FM 100-22.

(2) Installation commanders who are junior-in-grade will not exercise any aspect of command over senior officers.

c. UCMJ authority will be governed by AR 27-10, para 5-2.

(1) Army commanders in the grade of lieutenant general or above may not assume command of Army installations, except where the installation serves as the location for an Army Corps, continental United States Army (CONUSA), or higher headquarters. An exception to this policy must be approved by GENERAL OFFICER MANAGEMENT OFFICE, CHIEF OF STAFF (DACS-GOM), 200 ARMY PENTAGON, WASH DC 20310-0200.

(2) MACOM commanders may relieve tactical commanders of installation responsibilities by designating a junior officer of the permanent station as installation commander.

(3) Command of installations and units under the Army Medical Department (AMEDD) will be as prescribed in AR 40-1.

c. Announcement of assumption of command. Assumption of command will be announced in a memorandum and will contain the information shown in figure 2-1. To preclude two separate documents, appointment (applies only to three and four star general officers) and assumption announcements may be included in a single memorandum as shown in figure 2-2.

than those specified above, will be submitted to GENERAL OFFICER MANAGEMENT OFFICE, CHIEF OF STAFF (DACS-GOM), 200 ARMY PENTAGON, WASH DC 20310-0200.

j. Professors at the United States Military Academy. Officers appointed as permanent professors at the United States Military Academy (USMA) exercise command only in the academic departments of USMA. (10 USC 4334).

2-17. Relief for cause

a. When a senior commander loses confidence in a subordinate commander's ability to command due to misconduct, poor judgment, the subordinate's inability to complete assigned duties, or for other similar reasons, the senior commander has the authority to relieve the subordinate commander. Relief is preceded with formal counseling by the commander or supervisor unless such action is not deemed appropriate or practical under the circumstances. Although any commander may temporarily suspend a subordinate from command, final action to relieve an officer from any command position will not be taken until after written approval by the first general officer (to include one frocked to the grade of brigadier general) in the chain of command of the officer being relieved is obtained. Any action purporting to finally relieve an officer from any command position prior to the required written approval will be considered for all purposes as a temporary suspension from assigned duties rather than a final relief from command for cause. If a general officer (to include one frocked to the grade of brigadier general) is the relieving official, no further approval of the relief action is required, however, AR 623-105 and AR 623-205 concerning administrative review of relief reports remain applicable.

b. If a relief for cause is contemplated on the basis of an informal investigation under AR 15-6, the referral and comment procedures of that regulation must be followed before initiating or directing the relief. This does not preclude a temporary suspension from assigned duties pending completion of the procedural safeguards contained in AR 15-6. Any action purporting to initiate or direct a relief for cause on the basis of an informal investigation under AR 15-6 taken prior to completion of the procedural safeguards of AR 15-6 will be considered for all purposes as a temporary suspension from assigned duties.

Chapter 3 Enlisted Aspects of Command

3-1. Delegation of authority

Commanders and their staffs, at all levels of command, are responsible for ensuring proper delegation of authority to NCOs by their seniors. This policy applies whether the senior is an officer, WO, or another NCO.

3-2. Noncommissioned officer support channel

a. The NCO support channel (leadership chain) parallels and complements the chain of command. It is a channel of communication and supervision from the command sergeant major to first sergeant and then to other NCOs and enlisted personnel of the units. Commanders will define responsibilities and authority of their NCOs to their staffs and subordinates. This NCO support channel will assist the chain of command in accomplishing the following-

(1) Transmitting, instilling, and ensuring the efficacy of the professional Army ethic. (See FM 100-1 for an explanation of the professional Army ethic.)

(2) Planning and conducting the day-to-day unit operations within prescribed policies and directives.

(3) Training of enlisted soldiers in their MOS as well as in the basic skills and attributes of a soldier.

(4) Supervising unit physical fitness training and ensuring that unit soldiers comply with the weight and appearance standards of AR 600-9 and AR 670-1.

(5) Teaching soldiers the history of the Army, to include military customs, courtesies, and traditions.

(6) Caring for individual soldiers and their families both on and off duty.

(7) Teaching soldiers the mission of the unit and developing individual training programs to support the mission.

(8) Accounting for and maintaining individual arms and equipment of enlisted soldiers, and unit equipment under their control.

(9) Administering and monitoring the NCO professional development program, and other unit training programs.

(10) Achieving and maintaining courage, candor, competence, commitment, and compassion.

b. AR 611-201 and TC 22-6 contain specific information concerning the responsibilities, command functions, and scope of NCO duties.

(1) Sergeant Major of the Army. This is the senior sergeant major grade and designates the senior enlisted position of the Army. The sergeant major in this position serves as the senior enlisted adviser and consultant to the Chief of Staff, Army.

(2) Command Sergeant Major. This position title designates the senior NCO of the command at battalion or higher levels. He or she carries out policies and standards, and advises the commander on the performance, training,

appearance, and conduct of enlisted soldiers. The command sergeant major administers the unit Noncommissioned Officer's Professional Development Program (NCODP).

(3) First Sergeant. The position of first sergeant designates the senior NCO at company level. The first sergeant of a separate company or equivalent level organization administers the unit NCODP.

(4) Platoon Sergeant. The platoon sergeant is the key assistant and adviser to the platoon leader. In the absence of the platoon leader, the platoon sergeant leads the platoon.

(5) Section, squad, and team leaders. These direct leaders are the NCOs responsible at this level.

c. NCO disciplinary policies are shown below.

(1) NCOs are important to maintaining discipline in the Army. The policies prescribed in this subparagraph should be considered together with the provisions of chapter 4 of this regulation, AR 27-10, and the MCM.

(a) NCOs have the authority to apprehend any person subject to trial by court-martial under the MCM (Article 7, UCMJ, and para 302(b), Rules for Courts-Martial (RCM)) and chapter 4 of this regulation.

(b) NCOs may be authorized by their commanders to order enlisted soldiers of the commanding officer's command or enlisted soldiers subject to the authority of that commanding officer into arrest or confinement per the MCM (para 304(b), RCM).

(2) NCOs do not have authority to impose nonjudicial punishment on other enlisted soldiers under the MCM (Article 15, UCMJ.) However, the commander may authorize an NCO in the grade of sergeant first class or above, provided such person is senior to the soldier being notified, to deliver the DA Form 2627 (Record of Proceedings under Article 15, UCMJ) and inform the soldier of his or her rights. In cases of nonjudicial punishment, the recommendations of NCOs should be sought and considered by the unit commanders.

(3) As enlisted leaders of soldiers, NCOs are essential to furthering the efficiency of the company, battery, or troop. This function includes preventing incidents that make it necessary to resort to trial by courts-martial or to impose nonjudicial punishment. Thus, NCOs are assistants to commanders in administering minor nonpunitive corrective actions as found in AR 27-10 and Part V, paragraph 1g of the MCM. "Nonpunitive measures" are not "nonjudicial punishment."

(4) In taking corrective action with regard to subordinates, NCOs will be guided by and observe the principles listed in chapter 4.

d. NCO prerogatives and privileges are shown below. NCOs will-

(1) Function only in supervisory roles on work details and only as NCOs of the guard on guard duty, except when temporary personnel shortages requires the NCO to actively participate in the work detail.

(2) Be granted such privileges as organization and installation commanders are capable of granting and consider proper to enhance the prestige of their enlisted troop leaders.

3-3. Precedence of relative grade

Among enlisted soldiers of the same grade in active military service to include retired enlisted soldiers on active duty, precedence or relative grade will be determined as follows-
According to date of rank.

b. By length of active Federal Service in the Army when dates of rank are the same.

c. By length of total active Federal Service when a and b above are the same.

d. By date of birth when a, b, and c are the same-older is more senior.

3-4. Date of rank, enlisted soldiers

a. On enlistment in the-

(1) U.S. Army (any component) with no previous military service, the Date of rank (DOR) of the enlistment grade is the same as the date of enlistment.

(2) Regular Army (RA) following discharge from the USAR (Delayed Entry Program) (DEP), the DOR of the enlistment grade is the same as the date of enlistment in the RA.

(3) U.S. Army (any component) of a former commissioned officer or warrant officer with no previous enlisted military service, the DOR of the enlistment grade is the same as the date of enlistment.

(4) U.S. Army (any component) of a former enlisted member of the Armed Forces, other than the Army, if enlisted in the-

(a) RA, the DOR of the enlistment grade is the date of enlistment in the RA.

(b) ARNGUS and enlists-

1. More than 24 months after discharge, the DOR of enlistment grade is the date of enlistment.

2. Within 24 months of the last discharge in the same grade held at the discharge, the DOR will be adjusted to reflect the original DOR plus elapsed time since discharge.

3. Within 24 months of last discharge in a grade lower than held at discharge, the DOR will be adjusted to reflect the original DOR (of the grade in which enlisting) plus elapsed time since discharge.

(c) USAR and enlists-

which ordered to AD will be stated on the AD orders. It is computed by adding, at the time of retirement, the period of time between the date of the retirement and the date of return to AD. In case of additional periods of inactive service, the DOR is adjusted further.

d. On advancement, promotion, reduction, and grade restoration.

(1) The DOR for advancement and promotion to a higher grade is the date specified in the instrument of promotion or, when no date is specified, is the date of the instrument of promotion.

(2) The DOR for the lateral appointment to a different grade within the same pay grade is date held in the grade from which the appointment was made.

(3) The DOR for the grade held during a period in which lost time occurs will be adjusted to reflect lost time accumulated for any reason. This paragraph is retroactive to include adjustment of DOR held during previous periods of lost time.

(4) The DOR of a grade to which reduced for inefficiency or failure to complete a school course is the same as that previously held in that grade. If reduction is to a higher grade than that previously held, it is the date the soldier was eligible for promotion under the promotion criteria set forth for that grade.

(5) The DOR on reduction for all other reasons is the effective date of reduction. (See AR 27-10, chapter 3, when a soldier is reduced under Article 15, UCMJ.)

(6) The DOR on restoration to a grade from which reduced following a successful appeal of the reduction or action by a superior authority to mitigate the punishment, is the date held before the reduction. (See AR 27-10, chap 3 when a soldier is reduced under the MCM (Article 15, UCMJ).)

(7) The DOR on restoration to a higher grade held before reduction to comply with requirements to enter initial active duty for training (IADT), or to attend school under an Army program will be the DOR held prior to reduction.

(8) The DOR of an ARNGUS/USAR soldier promoted to a higher grade held before acceptance of the reduction of one or more grades, without prejudice, due to lack of position vacancy, unit reorganization, unit inactivation/deactivation, or for entry on FTNGD, AD, or ADT will be a date preceding the promotion by a period equal to the length of time previously served in the grade to which promoted.

Chapter 4

Military Discipline and Conduct

4-1. Military discipline

a. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of the professional Army ethic with its supporting individual values. Military discipline will be developed by individual and group training to create a mental attitude resulting in proper conduct and prompt obedience to lawful military authority.

b. While military discipline is the result of effective training, it is affected by every feature of military life. It is manifested in individuals and units by cohesion, bonding, and a spirit of teamwork; by smartness of appearance and action; by cleanliness and maintenance of dress, equipment, and quarters; by deference to seniors and mutual respect between senior and subordinate personnel; by the prompt and willing execution of both the letter and the spirit of the legal orders of their lawful commanders; and by fairness, justice, and equity for all soldiers, regardless of race, religion, color, gender, and national origin.

c. Commanders and other leaders will maintain discipline according to the policies of this chapter, applicable laws and regulations, and the orders of seniors.

4-2. Obedience to orders

All persons in the military service are required to strictly obey and promptly execute the legal orders of their lawful seniors.

4-3. Military courtesy

a. Courtesy among members of the Armed Forces is vital to maintain military discipline. Respect to seniors will be extended at all times. (See AR 600-25, chap 4.)

b. The actions of military personnel will reflect respect to both the National Anthem and the National Colors. The courtesies listed in AR 600-25, appendix A, should be rendered the National Colors and National Anthem at public events whether the soldier is off or on duty, whether he or she is in or out of uniform. Intentional disrespect to the National Colors or National Anthem is conduct prejudicial to good order and discipline and discredits the military service.

4-4. Soldier conduct

a. Ensuring the proper conduct of soldiers is a function of command. Commanders and leaders in the Army, whether on or off duty or in a leave status, will-

- (1) Ensure all military personnel present a neat, soldierly appearance.
- (2) Take action consistent with Army regulation in any case where a soldier's conduct violates good order and military discipline.

b. On public conveyances in the absence of military police, the person in charge of the conveyance will be asked to notify the nearest military police and arrange to have them, if necessary, take custody of military personnel. In serious situations, such as physical assault, the person in charge of the conveyance will be asked to stop at the first opportunity and request local police assistance. In all such cases, the local police will be advised to telephone (collect) the nearest Army post or Army headquarters.

c. When an offense endangering the reputation of the Army is committed elsewhere (not on a public conveyance) and military police are not available, civilian police will be requested to take appropriate action.

d. When military police are not present, the senior officer, WO, or NCO present will obtain the soldier's name, grade, social security number, organization, and station. The information and a statement of the circumstances will be sent to the soldier's commanding officer without delay. If the soldier is turned over to the civilian police, the above information will be sent to the civilian police for transmittal to the proper military authorities.

4-5. Maintenance of order

Army and Marine Corps Military Police, Air Force Security Police, and members of the Navy and Coast Guard Shore Patrols are authorized and directed to apprehend Armed Forces members who commit offenses punishable under the UCMJ. Officers, WOs, NCOs, and petty officers of the Armed Forces are authorized and directed to quell all quarrels, frays, and disorders among persons subject to military law and to apprehend participants. Those exercising this authority should do so with judgment and tact. Personnel so apprehended will be returned to the jurisdiction of their respective Service as soon as practical. Confinement of females will be according to AR 190-47.

4-6. Exercising military authority

a. Military authority is exercised promptly, firmly, courteously and fairly. Commanders should consider administrative corrective measures before deciding to impose nonjudicial punishment. Trial by court-martial is ordinarily inappropriate for minor offenses unless lesser forms of administering discipline would be ineffective. (See MCM, Part V, and chap 3, AR 27-10.)

b. One of the most effective administrative corrective measures is extra training or instruction (including on-the-spot correction). For example, if soldiers appear in an improper uniform, they are required to correct it immediately; if they do not maintain their housing area properly, they must correct the deficiency in a timely manner. If soldiers have training deficiencies, they will be required to take extra training or instruction in subjects directly related to the shortcoming.

(1) The training, instruction, or correction given to a soldier to correct deficiencies must be directly related to the deficiency. It must be oriented to improving the soldier's performance in his or her problem area. Corrective measures may be taken after normal duty hours. Such measures assume the nature of training or instruction, not punishment. Corrective training should continue only until the training deficiency is overcome. Authority to use it is part of the inherent powers of command.

(2) Care should be taken at all levels of command to ensure that training and instruction are not used in an oppressive manner to evade the procedural safeguards applying to imposing nonjudicial punishment. Deficiencies satisfactorily corrected by means of training and instruction will not be noted in the official records of the soldiers concerned.

4-7. Disciplinary powers of the commanding officer

a. Commanding officers exercise broad disciplinary powers in furtherance of their command responsibilities. Discretion, fairness, and sound judgment are essential ingredients of military justice.

b. Commanders will familiarize themselves with their powers and responsibilities as outlined in MCM, AR 27-10, AR 600-37, AR 635-200 and other authorities. Legal advice is available from supporting judge advocates.

c. Disciplinary measures are tailored to specific offenses and individual offenders. Commanders will neither direct subordinates to take particular disciplinary actions, nor unnecessarily restrict disciplinary authority of subordinates. (See Articles 37, and 98, UCMJ, and AR 27-10 regarding the proper exercise of authority by commanders.)

4-8. Settlement of local accounts on change of station

To ensure organizations and individuals have properly settled their accounts, commanders will-

- a.* Make every effort to settle local accounts of their organizations before movement.
- b.* Take action to promptly settle organizational accounts with local firms when unable to settle before movement.
- c.* Take action as needed when soldiers under their command issue checks against an account with insufficient funds

or fail to clear their personal accounts before departure from their stations. This includes consideration under Articles 15, 121, 123a, 133, or 134, Uniform Code of Military Justice. When indebtedness information is received after a soldier departs from the station, the commanding officer of the station at which personal accounts remain unsettled will take action outlined in AR 600-15.

4-9. Civil status of members of the Reserve component

a. Reserve Component members, not serving on active duty, are not for most purposes considered officers or employees of the United States solely by reason of their Reserve status. They may accept and receive pay for employment in any civil branch of the public service, in addition to any pay and allowances they may be entitled to under the laws governing members of RCs.

b. A member of the RC, not serving on active duty, may practice his or her civilian profession or occupation before or in connection with any department of the Federal Government unless prohibited by law.

c. Conflict of interest laws impose limitations on activities in which persons may engage after terminating active duty or employment by the United States. A reservist who has handled a government matter shall not, while in a civilian status, represent any party, other than the government, in connection with the same particular matter. (See 18 USC 207.) While handling government matters, reservists will not take any direct or indirect action in a particular matter in which they have an outside financial interest. (See 18 USC 208; DODD 5500.7-R, para 5-408.)

d. ARNG and USAR soldiers who are officers and employees of the United States or the District of Columbia are entitled to a leave of absence from their civilian employment when ordered under Title 39, District of Columbia Code to ADT or annual training (AT). This leave of absence will be granted without loss of pay, time, or efficiency rating on all days during which they are ordered to duty with troops or field exercises, or for instruction, for periods not over 15 days in any calendar year. As an exception, officers and employees of the United States or of the District of Columbia who are members of the Army National Guard of the District of Columbia are authorized leave for all days (no limit) on which they are ordered under Title 39, District of Columbia Code to duty for parades or encampment under 5 USC 6323.

e. ARNG and USAR soldiers may accept and be paid for civil employment with any foreign government, when approved by the Secretary of the Army and the Secretary of State. This includes any concern controlled in whole or in part by a foreign government. AR 600-291 is used for processing applications.

4-10. Participation in support of civilian law enforcement agencies

a. Military support of civilian law enforcement is governed by the Posse Comitatus Act (18 USC 1385), 10 USC Sections 371-382, DODD 5525.5, and AR 500-51. Commanders will not sanction use of military personnel in support of civilian law enforcement agencies in the 50 states, the District of Columbia, the Commonwealth of Puerto Rico, or United States Territories, except when authorized by law. Because this is a complex area of the law, commanders and law enforcement personnel should consult with their servicing judge advocate or legal advisor.

b. Military personnel may report crimes or other suspicious activities to civilian police agencies or cooperate with civilian authorities in their capacities as private citizens. Military law enforcement personnel may exchange information with civilian authorities according to AR 500-51.

4-11. Membership campaigns

DA recognizes and benefits from the activities of many worthy organizations, associations, and clubs. Many of these organizations enjoy close, historical ties with the military community and are composed largely of active or retired military personnel. DA support of private organizations is strictly regulated by DODI 1000.15 and DODD 5500.7-R.

a. In supporting such organizations and associations, post commanders and heads of DA Staff agencies will-

(1) Ensure membership among personnel under their jurisdiction is truly voluntary.

(2) Prohibit any practice that involves or implies compulsion, coercion, influence, or reprisal in the conduct of membership campaigns. This prohibition includes repeated orientations, meetings, or similar counseling of persons who have chosen not to join after given a chance to do so. It also includes using membership statistics in support of supervisory influence.

(3) Prohibit any practice that involves or implies DA sponsorship or endorsement of the organization and its activities.

(4) Prohibit the use of government property, facilities, or services, e.g., golf course membership, as an inducement to join a private organization.

b. This policy does not prohibit commanders from informing personnel without coercion about membership in such organizations. When doing so, commanders will ensure they do not favor one organization over others.

4-12. Extremist organizations and activities

Participation in extremist organizations and activities by Army personnel is inconsistent with the responsibilities of military service. It is the policy of the United States Army to provide equal opportunity and treatment for all soldiers without regard to race, color, religion, gender, or national origin. Enforcement of this policy is a responsibility of

(3) The commander of a military installation or other military controlled facility under the jurisdiction of the United States shall prohibit any demonstration or activity on the installation or facility that could result in interference with or prevention of orderly accomplishment of the mission of the installation or facility, or present a clear danger to loyalty, discipline, or morale of the troops. Further, such commanders shall deny requests for the use of military controlled facilities by individuals or groups that engage in discriminatory practices or for activities involving such practices.

f. Commanders should seek the advice and counsel of their legal advisor when taking actions pursuant to this policy.

4-13. Army language policy

English is the operational language of the Army. Soldiers must maintain sufficient proficiency in English to perform their military duties. Their operational communications must be understood by everyone who has an official need to know their content, and, therefore, must normally be English. However, commanders may not require soldiers to use English unless such use is clearly necessary and proper for the performance of military functions. Accordingly, commanders may not require the use of English for personal communications which are unrelated to military functions.

4-14. Relationships between soldiers of different rank

a. The term “officer,” as used in this paragraph, includes both commissioned and warrant officers unless otherwise stated. The provisions of this paragraph apply to both relationships between Army personnel and between Army personnel and personnel of other military services. This policy is effective immediately, except where noted below, and applies to different-gender relationships and same-gender relationships.

b. Relationships between soldiers of different rank are prohibited if they:

- (1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.
- (2) Cause actual or perceived partiality or unfairness.
- (3) Involve, or appear to involve, the improper use of rank or position for personal gain.
- (4) Are, or are perceived to be, exploitative or coercive in nature.
- (5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

c. Certain types of personal relationships between officers and enlisted personnel are prohibited. Prohibited relationships include-

(1) On-going business relationships between officers and enlisted personnel. This prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of on-going financial or business relationship. Business relationships which exist at the time this policy becomes effective, and that were authorized under previously existing rules and regulations, are exempt until March 1, 2000. In the case of Army National Guard or United States Army Reserve personnel, this prohibition does not apply to relationships that exist due to their civilian occupation or employment.

(2) Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships between officers and enlisted personnel. This prohibition does not apply to-

(a) Marriages.

(b) Relationships (dating, shared living accommodations, and intimate or sexual relationships) outside of marriage that predate the effective date of this policy until 1 March 2000.

(c) Situations in which a relationship which complies with this policy would move into non-compliance due to a change in status of one of the members (for instance, a case where two enlisted members are married and one is subsequently commissioned or selected as a warrant officer).

(d) Personal relationships outside of marriage between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on active duty (other than annual training) or Full-time National Guard duty (other than annual training).

(e) Personal relationships outside of marriage between members of the Regular Army and members of the National Guard or Army Reserve when the relationships primarily exists due to civilian association and the Reserve component member is not on active duty (other than annual training) or Full-time National Guard duty (other than annual training).

(f) Soldiers and leaders share responsibility, however, for ensuring that these relationships do not interfere with good order and discipline. Commanders will ensure that personal relationships which exist between soldiers of different ranks emanating from their civilian careers will not influence training, readiness, or personnel actions.

(3) Gambling between officers and enlisted personnel.

d. These prohibitions are not intended to preclude normal team building associations which occur in the context of activities such as community organizations, religious activities, family gatherings, unit-based social functions, or athletic teams or events.

e. All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between soldiers of different grade or rank the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this policy.

f. Commanders should seek to prevent inappropriate or unprofessional relationships through proper training and leadership by example. Should inappropriate relationships occur, commanders have available a wide range of responses. These responses may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include official reprimand, adverse evaluation report(s), nonjudicial punishment, separation, bar to reenlistment, promotion denial, demotion; and courts martial. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is warranted, appropriate, and fair.

4-15. Other prohibited relationships

a. *Trainee and soldier relationships.* Any relationship between permanent party personnel and IET trainees not required by the training mission is prohibited. This prohibition applies to permanent party personnel without regard to the installation of assignment of the permanent party member or the trainee.

b. *Recruiter and recruit relationships.* Any relationship between permanent party personnel assigned or attached to the United States Army Recruiting Command and potential prospects, applicants, members of the Delayed Entry Program (DEP), or Members of the Delayed Training Program (DTP) not required by the recruiting mission is prohibited. This prohibition applies to United States Army Recruiting Command Personnel without regard to the unit of assignment of the permanent party member and the potential prospects, applicants, DEP members, or DTP members.

4-16. Fraternalization

Violations of paragraphs 4-14b, 4-14c, and 4-15 may be punished under Article 92, UCMJ, as a violation of a lawful general regulation.

4-17. Standards of conduct

Department of the Army personnel must place loyalty to country, ethical principles, and law above private gain and other personal interests. The performance of their duties should be in keeping with the highest tradition of military and civilian service to the U.S. Government.

a. *Guidance.* Minimum standards of conduct required of all Soldiers and Army civilians are prescribed by the Joint Ethics Regulation, DODD 5500.7-R. That regulation provides Army personnel with guidance on a multitude of ethical issues including the avoidance of conflicts of interests between their commercial/financial interest and their official duties.

b. *Annual training.* Commanders at all levels will ensure that all Army personnel required to file either a public or confidential financial disclosure report, contracting officers, procurement officials, and others identified by an Army ethics counselor, receive annual ethics training as prescribed by DODD 5500.7-R.

4-18. Employment and volunteer work of spouse

a. The Army affirms the rights of a spouse of a soldier to pursue and hold a job, attend school, or perform volunteer services on or off a military installation. No DA official will, directly or indirectly, impede or otherwise interfere with these rights. Moreover, no DA official will use the preferences and requirements of the Army or any other DOD component to influence the employment, educational, or volunteer service decisions of a spouse. Neither will such decision of a spouse, nor the marital status of the soldier affect, favorably or adversely, the performance evaluations, assignments, or promotion opportunities of the soldier.

(1) In discharging their responsibilities, members of military promotion, continuation, and similar personnel selection boards are prohibited from considering the marital status of a soldier, or the employment, educational, or volunteer service activities of a soldier's spouse. AR 135-155, AR 135-205, AR 140-158, and AR 600-8-29 provide specific policies governing board conduct.

(2) Personnel decisions, including those related to the assignments of soldiers, will not be affected favorably or adversely, by the employment, educational or volunteer services activities of a soldier's spouse, or solely by reason of a soldier's marital status. AR 140-10, AR 614-30, AR 614-100, AR 614-200, and AR 690-700 provide specific policies. Exceptions may be-

(a) Necessary to alleviate the personal hardship of a soldier or spouse upon the request of the soldier concerned, such as when a family member requires specialized medical treatment or educational provisions or similar personal preference accommodations.

(b) Needed to facilitate the assignment of dual-military couples to the same geographic area.

(c) Required by law such as instances in which a prohibited conflict of interest may exist between the official duties of a soldier and the employment of the soldier's spouse. DODD 5500.7-R, The Joint Ethics Regulation, provides specific policies.

(d) Made by the Assistant Secretary of Defense (Personnel and Readiness), with the concurrence of the General Counsel, on a case-by-case basis, for reasons of national security, that marital status is an essential assignment qualification for particular military billets or positions.

(3) Performance appraisals on soldiers, including officer and enlisted evaluations reports, will not contain any information regarding the employment, educational or volunteer service activities of the soldier's spouse, or reflect

This page intentionally left blank

Student Handout 3

Extracted Material from AR 27-10

This student handout contains 3 pages of extracted material from the following publication:

AR 27-10, Military Justice, 6 September 2002

Item/Title	Reading Assignment
Chap 3, p 3 thru 5	para 3-1 thru 3-6

Disclaimer: The training developer downloaded this extract from the U.S. Army Publishing Directorate Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

have national security implications. This is in addition to the reporting requirements set forth for cases involving a threat to U.S. national security in which a grant of immunity is being proposed in accordance with paragraph 2–4*d*. SJAs will also provide a copy of the unclassified executive summary via e-mail to HQDA, International and Operational Law Division (DAJA–IO) of The Judge Advocate General. These cases involve offenses such as—

- (1) Sedition (UCMJ Articles 82 and 94) when foreign power involvement is suspected.
 - (2) Aiding the enemy by giving intelligence to the enemy (Article 104 element).
 - (3) Spying (Article 106).
 - (4) Espionage (Article 106a).
 - (5) Suspected or actual unauthorized acquisition of military technology, research and development information, or Army acquisition program information, by or on behalf of a foreign power.
 - (6) Violation of rules or statutes concerning classified information, or the foreign relations of the United States.
 - (7) Sabotage conducted by or on behalf of a foreign power.
 - (8) Subversion, treason, domestic terrorism, and known or suspected unauthorized disclosure of classified information or material.
 - (9) Attempts (Article 80), solicitations (Article 134) or conspiracies (Article 81) to commit (1) through (8) above.
- b.* SJA notification is designed to improve force protection and security while at the same time protecting the accused’s right to a fair trial, free from unlawful command influence.

Chapter 3 Nonjudicial Punishment

Section I Applicable Policies (para 1, part V, MCM)

3–1. General

This chapter implements and amplifies Article 15, UCMJ, and part V, MCM. No action should be taken under the authority of Article 15, UCMJ, without referring to the appropriate provisions of the MCM and this chapter. This chapter prescribes requirements, policies, limitations, and procedures for—

- a.* Commanders at all levels imposing nonjudicial punishment.
- b.* Members on whom this punishment is to be imposed.
- c.* Other persons who may take some action with respect to the proceedings.

3–2. Use of nonjudicial punishment

A commander should use nonpunitive measures to the fullest extent to further the efficiency of the command before resorting to nonjudicial punishment (para 1*d*(1), part V, MCM). Use of nonjudicial punishment is proper in all cases involving minor offenses in which nonpunitive measures are considered inadequate or inappropriate. If it is clear that nonjudicial punishment will not be sufficient to meet the ends of justice, more stringent measures must be taken. Prompt action is essential for nonjudicial punishment to have the proper corrective effect. Nonjudicial punishment may be imposed to—

- a.* Correct, educate, and reform offenders who the imposing commander determines cannot benefit from less stringent measures.
- b.* Preserve a soldier’s record of service from unnecessary stigma by record of court-martial conviction.
- c.* Further military efficiency by disposing of minor offenses in a manner requiring less time and personnel than trial by court-martial.

3–3. Relationship of nonjudicial punishment to nonpunitive measures (para 1*g*, part V, MCM)

a. General. Nonjudicial punishment is imposed to correct misconduct in violation of the UCMJ. Such conduct may result from intentional disregard of or failure to comply with prescribed standards of military conduct. Nonpunitive measures usually deal with misconduct resulting from simple neglect, forgetfulness, laziness, inattention to instructions, sloppy habits, immaturity, difficulty in adjusting to disciplined military life, and similar deficiencies. These measures are primarily tools for teaching proper standards of conduct and performance and do not constitute punishment. Included among nonpunitive measures are denial of pass or other privileges, counseling, administrative reduction in grade, administrative reprimands and admonitions, extra training (Army Regulation (AR) 600–20), bar to reenlistment, and military occupational specialty (MOS) reclassification. Certain commanders may administratively reduce enlisted personnel for inefficiency and other reasons. This authority exists apart from any authority to punish misconduct under Article 15. These two separate and distinct kinds of authority should not be confused.

b. Reprimands and admonitions.

- (1) Commanding officers have authority to give admonitions or reprimands either as an administrative measure or as

nonjudicial punishment. If imposed as a punitive measure under Article 15, the procedure set forth in paragraph 4, part V, MCM, and in section III of this chapter must be followed.

(2) A written administrative admonition or reprimand will contain a statement that it has been imposed as an administrative measure and not as punishment under Article 15 (AR 600–37). Admonitions and reprimands imposed as punishment under Article 15, whether administered orally or in writing (para 5c(1), part V, MCM), should state clearly that they were imposed as punishment under that Article.

c. Extra training or instruction. One of the most effective nonpunitive measures available to a commander is extra training or instruction (AR 600–20). It is used when a soldier’s duty performance has been substandard or deficient; for example, a soldier who fails to maintain proper attire may be required to attend classes on the wearing of the uniform and stand inspection until the deficiency is corrected. The training or instruction must relate directly to the deficiency observed and must be oriented to correct that particular deficiency. Extra training or instruction may be conducted after duty hours.

3–4. Personal exercise of discretion (para 1d(2), part V, MCM)

a. A commander will personally exercise discretion in the nonjudicial punishment process by—

- (1) Evaluating the case to determine whether proceedings under Article 15 should be initiated.
- (2) Determining whether the soldier committed the offense(s) where Article 15 proceedings are initiated and the soldier does not demand trial by court-martial.
- (3) Determining the amount and nature of any punishment, if punishment is appropriate.

b. No superior may direct that a subordinate authority impose punishment under Article 15 or issue regulations, orders, or so-called “guides” that either directly or indirectly suggest to subordinate commanders that—

- (1) Certain categories of offenders or offenses should be disposed of by punishment under Article 15.
- (2) Predetermined kinds or amounts of punishment should be imposed for certain categories of offenders or offenses.

c. A superior commander may send or return a case to a subordinate for appropriate disposition if necessary and within the jurisdiction of the subordinate. A superior commander may also reserve personally, or to the superior commander’s delegate, the right to exercise Article 15 authority over a particular case or over certain categories of offenders or offenses (para 3–7d).

3–5. Reference to superior

a. See R.C.M. 306(b). Nonjudicial punishment should be administered at the lowest level of command commensurate with the needs of discipline, after thoroughly considering—

- (1) The nature and circumstances of the offense.
- (2) The age, previous record, maturity, and experience of the offender.

b. If a commander determines that the commander’s authority under Article 15 is insufficient to impose a proper punishment, the case may be referred to an appropriate superior. The same procedure will be followed if the authority of the commander to exercise Article 15 powers has been withheld or limited (paras 3–4 and 3–7d). In transmitting a case for action by a superior, no recommendation of the nature or extent of the punishment to be imposed will be made. Transmittal should normally be accomplished by written correspondence using DA Form 5109 (Request to Superior to Exercise Article 15, UCMJ, Jurisdiction).

3–6. Filing determination

a. A commander’s decision whether to file a record of nonjudicial punishment on the performance section of a soldier’s Official Military Personnel File (OMPF) is as important as the decision relating to the imposition of nonjudicial punishment itself. In making a filing determination, the imposing commander must weigh carefully the interests of the soldier’s career against those of the Army to produce and advance only the most qualified personnel for positions of leadership, trust, and responsibility. In this regard, the imposing commander should consider the soldier’s age, grade, total service (with particular attention to the soldier’s recent performance and past misconduct), and whether the soldier has more than one record of nonjudicial punishment directed for filing in the restricted section (see *b* below). However, the interests of the Army are compelling when the record of nonjudicial punishment reflects unmitigated moral turpitude or lack of integrity, patterns of misconduct, or evidence of serious character deficiency or substantial breach of military discipline. In such cases, the record should be filed in the performance section.

b. If a record of nonjudicial punishment has been designated for filing in a soldier’s restricted section, the soldier’s OMPF will be reviewed to determine if the restricted section contains a previous record of nonjudicial punishment. In those cases in which a previous DA Form 2627 (Record of Proceedings under Article 15, UCMJ) that has not been wholly set aside has been filed in the restricted section and in which prior to that punishment, the soldier was in the grade of SGT or higher, the present DA Form 2627 will be filed in the performance section. The filing should be recorded on the present DA Form 2627 in block 11. The soldier concerned and the imposing commander will be informed of the filing of the DA Form 2627 in the performance section.

c. The filing of a record of nonjudicial punishment imposed upon a member of another armed service will be done

in a manner consistent with the governing regulations of that member's parent Service (see Manual of The Judge Advocate General, Navy (JAG-MAN) 0112 for Navy and Marine Corps personnel; paragraphs 2.2 and 2.2.1, Air Force Instruction (AFI) 51-202, for Air Force personnel; and U.S. Coast Guard Military Justice Manual (MJM) for Coast Guard personnel).

Section II

Authority (para 2, part V, MCM)

3-7. Who may impose nonjudicial punishment

a. Commanders. Unless otherwise specified in this regulation or if authority to impose nonjudicial punishment has been limited or withheld by a superior commander (see *d* below), any commander is authorized to exercise the disciplinary powers conferred by Article 15.

(1) The term commander, as used in this chapter, means a commissioned or warrant officer who, by virtue of that officer's grade and assignment, exercises primary command authority over a military organization or prescribed territorial area, that under pertinent official directives is recognized as a command.

(2) The term imposing commander refers to the commander or other officer who actually imposes the nonjudicial punishment.

(3) Commands include the following:

(a) Companies, troops, and batteries.

(b) Numbered units and detachments.

(c) Missions.

(d) Army elements of unified commands and joint task forces.

(e) Service schools.

(f) Area commands.

(4) Commands also include, in general, any other organization of the kind mentioned in (1) above (for example, a provisional unit designated under AR 220-5), the commander of which is the one looked to by superior authority as the individual chiefly responsible for maintaining discipline in that organization. Thus, an infantry company, whether or not separate or detached (R.C.M. 504(b)(2)), is considered to be a command. However, an infantry platoon that is part of a company and is not separate or detached is not considered to be a command. Although a commissioned or warrant officer exercising command is usually designated as the commander, this position may be designated by various other titles having the same official connotation; for example, commandant, chief of mission, or superintendent. Whether an officer is a commander is determined by the duties he or she performs, not necessarily by the title of the position occupied.

b. Multi-Service commanders and officers in charge. A multi-Service commander or officer in charge, to whose command members of the Army are assigned or attached, may impose nonjudicial punishment upon such soldiers. A multi-Service commander or officer in charge, alternatively, may designate one or more Army units and will for each such Army unit designate an Army commissioned or warrant officer as commanding officer for the administration of discipline under Article 15, UCMJ. A copy of such designation will be furnished to Criminal Law Division (DAJA-CL), HQDA, The Judge Advocate General, 1777 North Kent Street, Rosslyn, VA 22203-2194. A multi-Service commander or officer in charge, when imposing nonjudicial punishment upon a military member of their command, will apply the provisions of this regulation.

c. Delegation. The authority given to a commander under Article 15 is an attribute of command and, except as provided in this paragraph, may not be delegated. Pursuant to the authority vested in the SA under the provisions of Article 15(a), UCMJ, the following rules with respect to delegation of powers are announced:

(1) Any commander authorized to exercise GCM jurisdiction or any commanding general may delegate that commander's or commanding general's powers under Article 15 to one commissioned officer actually exercising the function of deputy or assistant commander. A commander may instead of delegating powers under Article 15 to a deputy or assistant commander, delegate such powers to the chief of staff of the command, provided the chief of staff is a general officer, or frocked to a general officer grade. An officer in command who is frocked to the grade of brigadier general is not a general officer in command as defined in para 2c, part V, MCM, and lacks the authority to impose some punishments, including forfeitures and arrest upon commissioned and warrant officers. See paragraph 5(b)(1)(B), part V, MCM, table 3-1B (Maximum Punishment for Commissioned and Warrant Officers that may be imposed by a general officer in command or GCMCA), and AR 600-8-29, paragraph 6-1a, figure 6-1 (limitations of frocked officers).

(2) Authority delegated under *c*(1) above may be exercised only when the delegate is senior in grade to the person punished. A delegate need not, when acting as a superior authority on an appeal, be senior in grade to the imposing commander.

(3) Delegations of authority to exercise Article 15 powers will be made in writing; for example, a memorandum. It will designate the officer on whom the powers are conferred by name and position. Unless limited by the terms of such delegation or by (2) above, an officer to whom this authority is granted may exercise any power that is possessed by

This page intentionally left blank

Student Handout 4

Extracted Material from FM 27-14

This student handout contains 2 pages of extracted material from the following publication:

FM 27-14, Legal Guide for Soldiers, 16 April 1991

Item/Title	Reading Assignment
Chap 2, p 8 and 9	p 8 and p 9 up to the para titled ADMINISTRATIVE REDUCTIONS

Disclaimer: The training developer downloaded this extract from the General Dennis J. Reimer Training and Doctrine Digital Library. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

TYPES OF DISCHARGE

The separation authority decides what type of discharge you will receive based on your military record. If you are separated for administrative reasons other than for completion of term of service, you may receive an honorable, general, other-than-honorable, or entry level discharge.

Honorable Discharge

Issuance of an honorable discharge depends upon your proper military behavior and performance of duty. The separation authority may disregard isolated incidents of minor misconduct if, overall, your service record is good.

General Discharge Under Honorable Conditions

General discharges are appropriate for those whose military records are satisfactory but are not good enough to warrant honorable discharge. You may have had frequent nonjudicial punishments or may have been a troublemaker, but your conduct has not warranted less than a general discharge.

Discharge Under Other Than Honorable Conditions

Only a general court-martial convening authority or general officer in command may give a discharge under other than honorable conditions. AR 635-200, Chapter 10, delegates that authority, in limited circumstances, to the special court-martial convening authority. Such a discharge will usually be given to those who have shown, for example, one or more incidents of serious misconduct.

Discharge under other than honorable conditions is the most severe of the administrative discharges and may result in your loss of veterans' benefits, as determined by the Department of Veterans' Affairs. If you receive this type of discharge, you will not receive a discharge certificate.

Entry Level Separation

The separation authority will give you an entry level separation if you are within the first 180 days of continuous active duty and your records do not warrant a discharge under other than honorable conditions.

REVIEW BOARDS

If you have been separated from the Army, you may have your discharge reviewed by two

boards established by Congress—the Army Discharge Review Board (ADRB) and the Army Board for Correction of Military Records (ABCMR).

Army Discharge Review Board

The ADRB will review any discharge, unless the discharge resulted from a general court-martial. If the ADRB decides that the action was improper, it may change the type of discharge, but it may not revoke it and return you to active duty. If you want a review, you must request it within 15 years after the date of your discharge. (See AR 15-180.)

Army Board for Correction of Military Records

The ABCMR may review any discharge, and it may revoke an improper discharge and give a proper discharge in its place. It reports its findings and recommendations directly to the Secretary of the Army for final action. If your discharge is declared improper, you may receive back pay. The ABCMR does not return soldiers to active duty. You must request an ABCMR review within three years after you discover the claimed error or injustice, but the ABCMR may waive the time limitations when appropriate. Normally, applications for an upgraded discharge should go first to the ADRB. (See AR 15-185.)

NONPUNITIVE DISCIPLINARY MEASURES

The most familiar measures used in the military to enforce discipline and good order are the court-martial and UCMJ, Article 15. A commander, however, may opt for a variety of administrative actions in cases of poor duty performance or minor misconduct. Often these actions have a rehabilitative effect on you, benefiting both you and the Army.

WITHHOLDING OF PRIVILEGES

When necessary to maintain good order and discipline, the unit commander has the authority to withhold many privileges, such as the pass privilege. The unit commander does not have direct control over some privileges, such as use of post facilities and on-post driving. Only a higher commander having the authority to grant these privileges may revoke them. Although not true in all cases, privileges withheld normally are those that you have misused.

For example, you may be denied use of the service club if you have been disorderly in the club, be denied government quarters if you have misused them, or lose on-post driving privileges if you commit a serious driving offense.

ADMONITIONS AND REPRIMANDS

The unit commander may give an oral or written admonition or reprimand for a specific act of misconduct. He submits a written admonition or reprimand in memorandum format to you for acknowledgment and rebuttal. The written admonition or reprimand may be filed in either the military personnel records jacket (MPRJ) (field 201 file) or official military personnel file (OMPF). Only a general officer or GCM convening authority (GCMCA) may direct that a written reprimand or admonition be filed in your OMPF. It is filed in your performance fiche until you successfully appeal it. (See AR 600-37.)

An admonition or reprimand that is filed in your MPRJ stays there until the soonest of the following occurs:

- You are transferred to another general court-martial (GCM) jurisdiction.
- The commander removes it.
- A maximum of three years has elapsed.
- You successfully appeal the reprimand.

ADMINISTRATIVE REDUCTIONS

The rank of enlisted soldiers maybe reduced by court-martial. The rank of staff sergeants and below may also be reduced under UCMJ, Article 15. Commanders may administratively reduce your rank for inefficiency or civilian conviction. (See AR 600-200, Chapter 6.)

A company, battery, or separate detachment commander has the authority to reduce the rank of private through specialist or corporal. Field grade commanders of organizations authorized a lieutenant colonel or higher may reduce the rank of sergeant and staff sergeant. Commanders of organizations authorized a colonel or higher may reduce the rank of sergeant first class through command sergeant major. A commander may reduce corporals or specialists and below without convening a board to consider the case.

Commanders wanting to reduce the rank of sergeant through command sergeant major must first refer the case to a board of officers and enlisted soldiers for a hearing and recommendation. The exception is a mandatory reduction

to private due to a serious civilian conviction. All board members must be senior in rank to the soldier under consideration. You may decline to appear before the board, or you may appear with an appointed or detailed judge advocate or with civilian counsel, at your own expense. You may request a non-lawyer military counsel if you wish. You may question the witnesses against you and present evidence in your own behalf. The commander may not take any action more severe than that the board recommends. Army regulations provide that if you have had your rank reduced due to inefficiency or due to conviction by civil court, you may appeal that reduction through command channels within 30 days.

Inefficiency

Commanders may evaluate you for inefficiency when your misconduct shows a lack of abilities or qualities expected of you. If you are an assigned soldier and have served in the same unit for at least 90 days, you may have your rank reduced by one pay grade for inefficiency.

Civilian Conviction

If you are sentenced to death or to confinement for one year or more and the sentence is not suspended, you will be reduced to private. If you are sentenced to confinement for more than 30 days but less than one year and the sentence is not suspended, you might have your rank reduced one or more pay grades. You might also have your rank reduced one or more pay grades for sentences less severe than those already mentioned. If you lose your rank, but your conviction by a civil court is reversed because of some error or irregularity, your rank will be restored. You may also be promoted if promotion was denied because of the reversed conviction. AR 600-200, Table 6-1, details administrative reduction based on a civilian conviction.

REVOCAION OF SECURITY CLEARANCE

Conduct that merits revocation or suspension of a security clearance includes criminal and immoral activities. Abuse of drugs and alcohol, excessive indebtedness, and repeated AWOL are grounds for such action. A clearance may also be denied or suspended if you are subject to coercion or undue influence, perhaps because you have a close relative living in a communist country.

Student Handout 5

Extracted Material from TSP 181-A-0001

This student handout contains 10 pages of extracted material from the following document:

TSP 181-A-001, Identify the Legal Implications of the Homosexual Conduct Policy, (Revised 15 Sep 2000)

Item/Title	Pages
Homosexual Conduct Policy, Student Handout to Accompany TSP 181-A-0001	SH-5-2 thru SH-5-13

Disclaimer: The training developer downloaded this extract from the General Dennis J. Reimer Training and Doctrine Digital Library. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

Homosexual Conduct Policy

Student Handout to Accompany TSP 181-A-0001

**The Judge Advocate General's School
United States Army
Charlottesville, Virginia**

6 Mar 2000

Homosexual Conduct Policy

1. INTRODUCTION.

This lesson will reacquaint you with, or inform you of, the DoD policy on homosexual conduct policy. Specifically, you will learn about the policy's provisions regarding what constitutes homosexual conduct. Further, you will also learn about your rights, the rights of your soldiers, as well as the command's responsibilities, during the conduct of an inquiry into allegations of homosexual conduct. Finally, you will be provided guidance of which you, your soldiers, and the command should be aware should any soldier feel harassed or threatened because of a perceived sexual orientation.

Terminal Learning Objective: At the conclusion of this lesson you will:

<i>Action:</i>	Identify the legal implications of the homosexual conduct policy
<i>Conditions:</i>	Given information on the Army's guidance regarding the DoD policy on homosexual conduct.
<i>Standards:</i>	Define what constitutes homosexual conduct. Further, identify the responsibilities of a commander when inquiring into an allegation of homosexual conduct, including the rights of the soldier under inquiry. Finally, identify the rights of a soldier who is being harassed or threatened based on a perceived sexual orientation. Included in this last standard is the ability to identify the commander's responsibilities toward a harassed or threatened soldier, as well as the commander's duty to properly investigate the soldier(s) who are alleged to have committed the harassment and/or threat.

For soldiers who have been in the Army since 1994, it is important to realize that the DoD policy on homosexual conduct has not changed since then. Under this policy, soldiers still have certain rights, and commanders still have certain responsibilities when investigating allegations of homosexual conduct. Based on recent Army guidance, this lesson plan also focuses on the rights of soldiers, and the responsibilities of the command, when faced with a soldier being harassed or threatened because of a perceived sexual orientation.

2. KEY ELEMENTS OF THE HOMOSEXUAL CONDUCT POLICY.

NOTE: See Figure 1, DoD Homosexual Conduct Policy.

a. Conduct. The key to understanding the DoD policy on homosexual conduct is to remember that it focuses on homosexual conduct (what a soldier does or says) not on sexual orientation alone (how a soldier feels about himself or herself as a heterosexual ("straight") or homosexual ("gay" or "lesbian") or bisexual (sexually attracted to both genders)).

b. "SAM." The easiest way to remember the key features of the DoD policy on homosexual conduct is to remember the acronym "SAM." "SAM" stands for:

Statements – Acts – Marriages.

(1) Statements. The command will take action to separate a soldier who says he or she is gay, or a lesbian, or has a homosexual orientation, because the law says it is reasonable to presume that someone who says he or she has such an orientation will act on that orientation. There is, however, a special rule about statements that we'll discuss later.

(2) Acts. The command will take action to separate a soldier who performs a homosexual act.

(a) A homosexual act is any bodily contact, actively taken or passively permitted, between members of the same sex, for the purpose of satisfying sexual desire. It does not require any particular form of intercourse or penetration.

(b) A homosexual act also includes any bodily contact that a reasonable person would understand to demonstrate a likelihood that the person will engage in homosexual acts. Depending on the circumstances, this could include handholding, kissing, or "slow" dancing with a member of the same sex.

(3) Marriages. The command will take action to separate a soldier who marries or attempts to marry a person of the same biological gender (a male soldier who marries or tries to marry another man, or a female soldier who marries or tries to marry another woman).

(4) Special Rule about Statements. As previously stated, a soldier who says that he or she is homosexual (e.g., "I'm gay," or "I'm a lesbian," or "I have a homosexual orientation," or similar such language) will be processed for separation. Why? Because it is reasonable to presume that someone who says that he or she has such an orientation will act on the orientation and engage in a homosexual act. However, such a soldier may attempt to convince an administrative separation board that despite having made a statement that he or she is homosexual, the soldier will not engage in homosexual acts. If the soldier can convince the separation board that he or she will not engage in homosexual acts, the board can choose to recommend the soldier be retained in the Army.

c. It is your duty, as well as your legal obligation, to follow the Army's rules and policies. You demonstrate your loyalty to the Army and your fellow soldiers by behaving in accordance with Army policies. You also serve honorably when you adhere to the Army's regulations, policies, and laws.

NOTE: See Figure 2, DoD Homosexual Conduct Policy.

d. If you, as a soldier, take any of the following actions, you have violated the homosexual conduct policy and may be discharged:

(1) Make a homosexual statement (for example, "I am gay," "I am a lesbian," "I am homosexual," or "I have a homosexual orientation").

(2) Engage in a homosexual act.

(3) Enter, or attempt to enter, into a homosexual marriage.

e. A special point: Saying that you are a homosexual or committing other homosexual conduct so you can avoid a military obligation not only violates Army policy, it betrays your military duty. If you make such a statement or commit such conduct to avoid a military obligation (such as a deployment), you may also be subject to disciplinary action under the UCMJ.

3. HOMOSEXUAL CONDUCT INQUIRIES.

NOTE: See Figure 3, Investigating Homosexual Conduct.

Before discussing the topic of investigating homosexual conduct, you first need to have a clear understanding of the DoD policy on homosexual conduct. Remember that the policy is conduct-based: it focuses on what a soldier does or says, not on the soldier's orientation alone.

a. Only commanders can initiate fact-finding inquiries into homosexual conduct. You may not, on your own, do any investigation or inquiry into whether a soldier is homosexual or has committed homosexual conduct. Subordinate leaders should direct questions and report grounds for separation to their commanders.

b. Commanders inquire about possible homosexual conduct only if there is credible evidence of a homosexual statement, act, or marriage (remember "SAM"). What is credible evidence? Credible evidence is any information, considering its source and the surrounding circumstances, which supports a reasonable belief that there is a basis for discharge.

c. Commanders are not supposed to investigate (or take other action) when there is NO credible evidence of a basis for discharge. Examples of NO credible evidence include:

(1) Mere suspicion of homosexual conduct, without any credible evidence.

(2) Other people's opinions or rumors about a soldier's homosexual orientation, when the opinion or rumor is not based on factual evidence of a basis for discharge.

(3) The fact that a soldier reads a homosexual publication or goes to a homosexual bar.

(4) Statements made by a soldier claiming homosexuality when the evidence available at the time of the statement supports an attempt to avoid duty, or to void an enlistment. Commanders should exercise care before determining that such statements do not meet the requirements of "SAM" as outlined in the DoD Homosexual Conduct Policy guidelines.

d. Informal inquiries are preferred. CID or MPI usually should not become involved in an investigation to determine whether homosexual conduct took place.

e. When interviewing a soldier believed to have committed homosexual conduct, explain the homosexual conduct policy to the soldier before questioning. The interviewer will begin the interview by informing the soldier of his or her rights against self-incrimination under Article 31, UCMJ. If the soldier does not want to make a statement, the interviewer will not ask further questions.

(1) An interviewer shall not ask, and a soldier shall not be required to reveal, whether a soldier is heterosexual, homosexual, or bisexual. For example, you cannot ask either, "Are you homosexual?" or "Are you gay?"

(2) If the inquiry is only about a statement (e.g., "I am gay") the soldier has made, in most cases, the admission by the soldier is sufficient and no further investigation is required. If a commander wishes to inquire further to determine whether the statement is credible, the commander may do the following:

(a) If the soldier is to be interviewed about the statement, he or she must first be read his or her rights against self-incrimination under Article 31, UCMJ.

(b) The soldier can then be asked if he or she has committed, or attempted to commit, homosexual acts. The soldier may be asked if he or she intends to commit homosexual acts in the future. The soldier may be asked why he or she made the statement and what the statement meant.

(c) Members of the soldier's supervisory chain-of-command may be questioned. Other persons suggested by the soldier in the interview may also be questioned.

NOTE: See Figure 4, Investigating Homosexual Conduct.

(d) Any inquiry beyond that stated in paragraphs (a), (b) and (c) above is considered a "substantial investigation" requiring approval from DA level.

f. Statements made by a soldier to certain individuals (e.g., chaplains, attorneys, and spouses) may be considered confidential. However, such statements must be looked at separately on a "case by case" basis to determine whether or not the statements are confidential.

g. It is your duty, as well as your legal obligation, to follow the Army's rules and policies. You demonstrate your loyalty to the Army and your fellow soldiers by behaving in accordance with Army policies. You also serve honorably when you adhere to the Army's regulations, policies, and laws.

h. If you, as a soldier, take any of the following actions, you have violated the homosexual conduct policy:

- (1) Investigate a soldier for homosexual conduct without a commander's permission.
- (2) Accuse a soldier of violating the homosexual conduct policy based on:
 - Suspicion without credible evidence;
 - Rumors;
 - Observing a soldier with homosexual materials or in certain locations (e.g., gay bars).

4. GUIDANCE REGARDING SOLDIERS BEING HARASSED OR THREATENED BECAUSE OF A PERCEIVED SEXUAL ORIENTATION.

NOTE: See Figure 5, Anti-Harassment Policy.

A soldier who is being threatened or harassed because he or she is perceived to be homosexual should always seek out his or her chain-of-command to get help. Alternatively, the soldier should go to the chaplain, IG, or a JAG legal assistance attorney.

a. Harassed soldiers are not investigated. If a soldier is being harassed or threatened because the soldier is said or perceived to be homosexual, the harassment or threat is not enough by itself to justify investigating the harassed/threatened soldier for homosexual conduct. This bar to investigation concerning the harassed soldier's sexual orientation does not prevent investigation of the soldier(s) committing the harassment for possible violations of the UCMJ.

NOTE: See Figure 6, Anti-Harassment Policy.

b. There must be credible information apart from harassment. A commander still needs credible information apart from any threat or harassment to justify an inquiry into homosexual conduct.

c. When investigating harassment, a harassed soldier's orientation/conduct should not be investigated. When investigating a threat or harassment, the threatened/harassed soldier's sexual orientation should not be investigated, nor whether he or she committed homosexual conduct. The focus should be on the harassment or threat itself.

d. If credible information comes up during the investigation, it must be carefully reviewed. The information must be credible, apart from the harassment or threat. Receiving this information does not stop the requirement to investigate and take appropriate action against any harasser.

NOTE: See Figure 7, Anti-Harassment Policy.

e. Soldiers being harassed/threatened should seek out their chain-of-command. Soldiers who are being harassed or threatened because they are perceived to be homosexual should seek their chain-of-command for assistance. They should understand that reporting harassment or threats does not support an investigation into whether they have committed homosexual conduct. The command cannot make harassment stop if it is not reported. Commanders must adequately address reported instances of harassment, to include initiating a commander's inquiries under R.C.M. 303, or referring the case to MPI or CID for investigation of the individuals committing the harassment. Soldiers who are being harassed must know that they will not be investigated regarding their sexual orientation as a result of telling the chain-of-command about the harassment.

5. SUMMARY.

a. During this lesson, you learned that the DoD and Army policy on homosexual conduct focused on homosexual conduct and not on sexual orientation. You were advised that the policy covered homosexual conduct, which includes statements, act, and marriages, and that soldiers could be separated from the Army for such conduct. However, you should remember that there is a special rule about homosexual statements. This means that even if a soldier makes a statement that he or she is homosexual, the soldier may still be retained in the U.S. Army if the soldier can convince a separation board that he or she will not actually engage in homosexual acts.

b. The lesson also advised you that only commanders can initiate fact-finding inquiries into homosexual conduct. CID or MPI investigators usually should not become involved in an investigation to determine whether homosexual conduct took place. Commanders may inquire into possible homosexual conduct only if there is credible evidence, meaning more than mere suspicion or rumor, of a homosexual statement, act, or marriage. A commander must explain the homosexual conduct policy to any soldier alleged to have been involved in homosexual conduct before inquiring further. The interviewer, before asking any questions, must first inform the soldier of his or her rights against self-incrimination under Article 31, UCMJ. A "substantial investigation" requires approval from Department of the Army level (see Learning Step/Activity 2, Paragraph g).

c. Finally, the lesson advised soldiers, who feel threatened or harassed because of perceived homosexual orientation, to seek assistance from their chain-of-command, chaplain, IG, or JAG legal assistance attorney. When investigating a threat or harassment, the focus should be on the threat or harassment and not on the perceived sexual orientation or alleged homosexual conduct of the threatened/harassed soldier. If the commander has credible information regarding any homosexual conduct apart from the threat or harassment, the commander could then initiate an inquiry into these allegations.

DoD Homosexual Conduct Policy

- Focus on the policy is Homosexual Conduct, NOT Sexual Orientation.
- Command will separate soldiers for homosexual:
 - Statements (e.g. “I am gay”).
 - Acts.
 - Marriages (actual or attempted).
- **NOTE:** A soldier who makes a homosexual statement, but who also convinces a separation board that he or she will not engage in homosexual acts, can be retained in the Army.

Figure 1

DoD Homosexual Conduct Policy

- A soldier who takes any of the following actions violates the homosexual conduct policy and may be discharged from the Army:
 - Makes a homosexual statement.
 - Commits a homosexual act.
 - Enters, or attempts to enter, into a homosexual marriage.
- A soldier who, for the purpose of avoiding military duty, engages in any of the behaviors listed above may be subject to disciplinary action under the UCMJ.

Figure 2

Investigating Homosexual Conduct

- Only commanders initiate inquiries.
- An inquiry must be based on Credible information.
- Examples of information that is NOT Credible:
 - Mere suspicion, opinion, or rumors
 - Reading Homosexual Publications/Going to “gay bars.”
 - Homosexual statements made to avoid duty.
- Conduct the inquiry (informal inquiries preferred):
 - Right against self-incrimination (Article 31, UCMJ).
 - Cannot ask soldier about his/her sexual orientation.
 - Can question soldier’s supervisory chain-of-command
 - Can question persons suggested by the soldier.

Figure 3

Investigating Homosexual Conduct

- “Substantial investigation” requires DA approval.
- Statements to chaplains, attorneys, and spouses may be considered confidential.
- You will violate the Policy IF:
 - You investigate a soldier for homosexual conduct without a commander’s permission; or
 - Accuse a soldier of violating the homosexual conduct policy based on:
 - ◆ Suspicion without credible evidence.
 - ◆ Rumors.
 - ◆ Observing a soldier with homosexual materials or in certain locations (e.g. “gay bars”).

Figure 4

Anti-Harassment Policy

- A soldier being harassed should seek out the chain-of-command, a chaplain, the IG, or a legal assistance attorney.
- A harassed or threatened soldier should not be investigated simply because of the harassment or threat.
- The DoD Homosexual Conduct Policy does not, however, prohibit investigating the soldier(s) who harass(es) or threaten(s) another soldier for possible violations of the UCMJ.

Figure 5

Anti-Harassment Policy

- Commanders need credible information other than harassment to investigate a soldier for homosexual conduct. **HARASSMENT ALONE IS NOT CREDIBLE INFORMATION.**
- Absent credible information, an investigation into a complaint or either harassment or of a threat must focus on the harassment or threat, **ONLY**.
- Credible information discovered during the course of an investigation does **NOT** stop the requirement to properly dispose of allegations of harassment.

Figure 6

Anti-Harassment Policy

- The command cannot make harassment stop if it is not reported.
- Commanders must adequately address reported instances of harassment:
 - The focus of any investigation into alleged harassment must be on the soldier(s) committing the harassment.
 - Harassed or threatened soldiers must know that their own sexual orientation will not be the subject of the investigation.
 - When conducting the investigation, a commander can request the assistance of either MPI or CID.

Figure 7

Appendix D, Student Handouts

TSP: L227

TITLE: Enforce the Equal Opportunity Program

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: L227 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Extracted Material from AR 600-20	SH-2-1
SH-3, Extracted Material from TSP Number 121-A-8010	SH-3-1 thru SH-3-23

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of 2 hours 5 minutes of conference and 45 minutes of practical exercise.

Overview This lesson will refresh your awareness of the Army's Equal Opportunity (EO)/Equal Employment Opportunity (EEO) programs and provides training in the prevention of sexual harassment. These will familiarize you with your role and responsibilities for enforcing the Army's policy; its commitment to fair and equal treatment, perceptions and EO/EEO behavior patterns, the complaint process, and methods to resolve problems.

Learning Objective Terminal Learning Objective (TLO).

Action:	Enforce compliance with the Army's Equal Opportunity (EO) and Equal Employment Opportunity (EEO) policies.
Conditions:	While serving as a squad leader in simulated operational conditions in a classroom environment given an extract from AR 600-20 (SH-2) and SH-3.
Standard:	<p>Complied and enforced compliance with the Army's Equal Opportunity (EO) and Equal Employment Opportunity (EEO) policies by--</p> <ul style="list-style-type: none"> • defining EO and EEO policies, • identifying unit leadership responsibilities for EO and sexual harassment policies, • identifying actions that constitute violations of EO and sexual harassment policies and leaders' appropriate response to the violations, • identifying appropriate actions that leaders must take to prevent sexual harassment, and • describing leader roles and responsibilities for resolving EO complaints <p>IAW AR 600-20 (SH-2) and SH-3.</p>

ELO A Define the Army's Equal Opportunity (EO) and Equal Employment Opportunity (EEO) policies.

ELO B Identify unit leadership responsibilities for Equal Opportunity and Sexual Harassment policies compliance.

ELO C Identify actions that constitute violations of EO and sexual harassment policies and leaders' appropriate response to the violations.

ELO D Identify the appropriate actions that leaders must take to prevent sexual harassment.

ELO E Describe leader roles and responsibilities for resolving EO complaints.

ELO F Implement the Army's Equal Opportunity (EO) and Equal Employment Opportunity (EEO) policies.

Assignments

The student assignments for this lesson are:

- Read Student Handouts 1, 2, and 3.
-

**Additional
Subject Area
Resources**

None

Bring to Class

- All reference material received for this lesson.
 - Pencil/pen and notepaper.
-

Student Handout 2

This student handout contains 23 pages of extracted material from the following publication:

AR 600-20, Army Command Policy, 13 May 2002

Chapter 6, pages 40 thru 51
Chapter 7, pages 52 thru 54
Appendix E, pages 66 thru 73

Disclaimer: The training developer downloaded the material from the U.S. Army Publishing Directorate Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

d. The chain of command shall ensure complainants are protected from reprisal or retaliation for filing equal opportunity complaints. Should soldiers be threatened with such an act, or should an act of reprisal occur, they must report these circumstances to the DoD Inspector General. If the allegation of reprisal is made known to any agency authorized in this regulation to receive complaints, the agency should refer the complaint to the DoD Inspector General. It is strongly encouraged to simultaneously report such threats or acts of reprisal to the appropriate chain of command. The DoD IG Hotline number is 1(800) 424-9098 or DSN 664-8799, and may be used to report threats or acts of reprisal. Personnel calling from outside the continental United States may dial (703) 604-8569; or, mail a letter to Department Of Defense Inspector General, ATTN: Defense Hotline, 1900 Defense Pentagon, Washington, DC 20301-1900.

Chapter 6

Equal Opportunity Program In The Army

6-1. Purpose

The Equal Opportunity (EO) program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. EO philosophy is based on fairness, justice, and equity. Commanders are responsible for sustaining a positive EO climate within their units. Specifically, the goals of the EO program are to-

- a.* Provide EO for military personnel, and family members, both on and off post and within the limits of the laws of localities, states, and host nations.
- b.* Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.
- c.* Additionally, in many circumstances, DA civilians may use the Equal Employment Opportunity complaint system. AR 690-600 provides further guidance.

6-2. Responsibilities

- a.* The Deputy Deputy Chief of Staff, G-1. The DCS, G-1 will-
 - (1) Be responsible for Army-wide policies, doctrine, plans, and initiatives pertaining to the Army EO Program.
 - (2) Be responsible for overall evaluation and assessment of the Army's EO Program.
 - (3) Write, coordinate, maintain, and implement the Headquarters, Department of the Army (HQDA) Affirmative Action Plan (AAP).
 - (4) Establish selection criteria, in coordination with the CG, U.S. Total Army Personnel Command (PERSCOM), for Army personnel to attend the Defense Equal Opportunity Management Institute (DEOMI).
 - (5) Coordinate, in conjunction with the CG, PERSCOM, EO training seat allocations at DEOMI.
 - (6) Coordinate the distribution of training seats at DEOMI between the Active Army and the U.S. Army Reserve (USAR).
 - (7) Include Equal Opportunity Advisor (EOA) staffing requirements in authorization documents.
 - (8) Establish and maintain a sexual harassment and sexual abuse assistance line to assist victims of harassment or abuse with information which will allow them to report the harassment or abuse to their local authorities and/or seek emotional counseling from local resources. Army Assistance Line number is 1-800-267-9964.
- b.* Chief, National Guard Bureau (CNGB), and Chief, U.S. Army Reserve (CAR). The CNGB and CAR will-
 - (1) Develop, monitor, and evaluate the implementation of EO policies and programs in their components.
 - (2) Establish requisite staff positions in their offices and make resources available to adequately carry out EO Program requirements.
 - (3) Select Army National Guard and Reserve personnel to attend the DEOMI.
 - (4) Develop information management and reporting requirements to determine the progress made toward affirmative action goals.
 - (5) Establish EO training for units and professional military education courses consistent with HQDA policy and command needs.
- c.* Commanding General, U.S. Army Forces Command (CG, FORSCOM). The CG, FORSCOM, will-
 - (1) Supervise and evaluate the unit EO training program conducted by the numbered armies in continental United States (CONUS).
 - (2) Coordinate, on a continuing basis with the Office of the Chief, Army Reserve (OCAR), to conduct EO seminars for USAR general officers assigned to Army Reserve Commands/General Officer Commands (RSCs/GOCOMs) and for key military and civilian staff assigned to those commands.
 - (3) Assess and evaluate USAR EO programs.
- d.* Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC). The CG, TRADOC, will-

- (1) Develop EO training doctrine and training materials. Coordinate development with HQDA.
- (2) Develop EO instruction and associated training materials for use in the accession/initial-entry-training base, in professional military education courses throughout the Army and in units. Training will be interactive, small group oriented and testable.
- (3) Conduct required EO education and training in TRADOC Service schools and training centers.
- (4) Evaluate the effectiveness of training conducted in TRADOC Service schools and training centers.
- (5) Provide assistance and instructional materials to schools not under the jurisdiction of TRADOC. These schools include, but are not limited to The Judge Advocate General's School, Army Medical Department Center and School, Inspector General Course, and U.S. Army War College.
- (6) Develop the program of instruction and evaluate the conduct of the Army Service Specific Training (ASST) for Army personnel attending the resident and reserve training courses at DEOMI.
- (7) Develop EO correspondence courses available to all Army personnel.
- (8) Establish the Soldier Support Institute (SSI) as the proponent for EO training.
 - e. *Commanders of Major Army Commands (MACOM)*. These commanders will-
 - (1) Monitor the execution of the EO Program in all commands, installations, agencies, and activities (to include Army Reserve and Army National Guard units when activated) under their jurisdiction.
 - (2) Schedule EO training for units consistent with HQDA policy and command needs.
 - (3) Provide support, as appropriate, for EO matters in all host and tenant support agreements.
 - (4) Ensure EOAs deploy with assigned units.
 - (5) Ensure military and civilian EO/EEO programs complement each other.
 - (6) Provide personnel, funding, and other resources to carry out the EO Program. Funding may be used for the continuous education of command EOAs, local training for equal opportunity representatives (EORs), staff assistance visits (SAVs) by headquarters personnel, and ethnic observances/special commemorations for the entire installation's personnel.
 - (7) Ensure installations maintain EO assistance lines to provide advice and information on unlawful discrimination and sexual harassment. These assistance lines shall provide procedural information on the filing of EO complaints and clarify what constitutes acts of sexual harassment. Complaints shall not be received over the telephone. Personnel with complaints must file them in person. The assistance line shall also provide information on the complaint appeals process to include access to higher levels of authority if resolution cannot be accomplished at the installation level. The assistance line may also be used to provide information to leaders on the procedures to follow in handling sexual harassment complaints. Personnel serving as assistance line operators must be well trained in Army policies and procedures for processing EO complaints.
 - (8) Submit Quarterly Narrative and Statistical Report (QNSR) IAW procedures outlined in para 6-16.
 - f. *Commanding General, U.S. Total Army Personnel Command (CG, PERSCOM)*. The CG, PERSCOM, will-
 - (1) Maintain statistical data concerning racial/ethnic designation category (REDCAT) and gender for the management of personnel systems and affirmative action initiatives.
 - (2) Determine the need for training seats at DEOMI for the Annual Structure Manning and Decision Review (SMDR) for the Program Objective Memorandum (POM) years.
 - (3) Program personnel, in coordination with HQDA, ODCS, G-1, ATTN: DAPE-HR-L, to attend DEOMI.
 - (4) Control DEOMI military student training allocations for the Army.
 - (5) Assign active duty military personnel to meet Army EOA requirements.
 - (6) Demographically align EOAs with population of the U.S. Army as a whole.
 - g. *Commanders at all levels*. Commanders at all levels are the EO officers for their commands. All commanders will-
 - (1) Be personally responsible and accountable for the EO climate within their units.
 - (2) Develop and implement EO programs for their organizations that enhance unit cohesion, esprit, and morale.
 - (3) Upon receipt of a DA Form 7279-R (Equal Opportunity Complaint Form), the Commander will, within 72 hours, provide a description of the allegations through command channels to their general court-martial convening authority. DA Form 7279 will be locally reproduced on 8 1/2 by 11-inch paper. A copy for reproduction purposes is located at the back of this regulation. DA Form 7279-R will also be available on the USAPA web site and the Army Electronic Library (AEL) CD-ROM
 - (4) Identify unlawful discriminatory practices affecting military personnel and family members, initiate corrective actions, and provide follow-up and feedback throughout problem resolution.
 - (5) Promote EO and interpersonal harmony for all military personnel and family members.
 - (6) Assign EOAs to their personal or coordinating staff as prescribed in paragraph 6-4, below. The EOAs must attend staff meetings and be included in unit training exercises and deployments in order to accomplish their EO mission.
 - (7) The commander will be in the EOA rating scheme.

(8) Conduct EO training on a continuing basis for all assigned and attached personnel. Training must be consistent with this regulation, MACOM directives, and local guidance.

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

(10) Involve public affairs personnel at every level of command in planning and publicizing EO programs and initiatives.

(11) Publish and post separate, written command policy statements for EO, the prevention of sexual harassment, and equal opportunity complaint procedures. All statements will be consistent with Army policy. Statements must include an overview of the command's commitment to the EO program and reaffirm that unlawful discrimination and sexual harassment will not be practiced, condoned, or tolerated. The policy statements will explain how and where to file complaints. Additionally, the statements shall include complainant's protection from acts or threats of reprisal. These statements are required for each MACOM, installation, separate unit, agency, and activity down to company/troop/battery or equivalent level. For more information on sexual harassment policy statements, see para 7-2b.

(12) Company level commanders will conduct a unit climate assessment within 90 days (180 days for USAR units) of assuming command and annually thereafter. Administration of the Command Climate Survey must be a part of the assessment for battery/company commanders. Information on conducting this assessment may be found in appendix F. Commanders should supplement any survey efforts with individual and group interviews, the analysis of unit records and statistical information (awards, promotions, reenlistment, incidents of misconduct resulting in punishment under the Uniform Code of Military Justice (UCMJ)), and with complaint reports. This assessment will provide a baseline for the commanders to develop action plans and implement program initiatives.

(13) Encourage soldiers to use their chain of command to address issues.

(14) Take appropriate action to prevent incidents of intimidation, harassment, or reprisal against individuals who file an EO complaint.

(15) Take appropriate action against those who violate Army policy.

(16) Monitor the demographics of the Equal Opportunity Representatives (EORs) in their command to ensure it reflects that of the unit as a whole.

(17) Report all EO training at the quarterly training brief.

h. EOA Responsibilities. The actual duties of EOAs, relative emphasis, and time allotted to each duty vary according to type of unit or level of command, unit composition, and location. EOAs are agents for cultural change and act as the eyes and ears for the commander. EOAs will not be assigned further duties that may create a conflict of interest. Equal Opportunity Advisors will -

(1) Understand and articulate Department of Defense (DOD) and Army policies concerning equal opportunity.

(2) Assist the commander in implementing a Consideration of Others Program.

(3) Recognize and assess indicators of institutional and individual discrimination in organizations.

(4) Recognize sexual harassment in both overt and subtle forms.

(5) Recommend appropriate remedies to eliminate and prevent unlawful discrimination and sexual harassment.

(6) Continuously assess the command climate through formal surveys, interviews and accessibility to the unit.

(7) Collect, organize, and interpret demographic data concerning all aspects of EO climate assessment.

(8) Assist commanders in assessing, planning, implementing and evaluating the EO program.

(9) Prepare input for the Quarterly Narrative Statistical Review (QNSR), which supports the Army's Military Equal Opportunity Assessment (MEOA).

(10) Train unit EORs and institutional training course\ service school instructors to assist commanders/commandants in meeting their EO responsibilities.

(11) Organize or assist with training sessions that pertain to equal opportunity, unlawful discrimination, prevention of sexual harassment, and the Consideration of Others Program.

(12) Assist in evaluating the effectiveness of unit training conducted by commanders.

(13) Plan and help conduct executive seminars for senior leadership, on EO action plans and affirmative actions, equal opportunity, unlawful discrimination, the Consideration of Others Program and the prevention of sexual harassment.

(14) Receive and assist in processing individual complaints of unlawful discrimination and sexual harassment and conduct EO inquiries according to the commander's guidance.

(15) Provide advisory assistance to commanders and investigating officers in the investigation and resolution of unlawful discrimination and sexual harassment complaints.

(16) Review and comment on investigative reports of equal opportunity complaints for compliance with DoD and DA EO policy and objectives.

(17) Conduct follow-up assessments of all formal EO complaints.

(18) Assist in the planning and conduct of ethnic observances/special commemorations, as outlined in table 6-1.

(19) Assist commanders in developing the EO policy for their unit.

(20) Maintain, where appropriate, informal liaison with community organizations fostering civil rights. If the EOA

decides to become a member of such organizations in his/her private capacity, he/she must coordinate with the servicing judge advocate to preclude possible conflicts of interest.

- (21) Conduct staff assistance visits to subordinate units and other headquarters (equivalent or lower).
- (22) Conduct or attend Equal Opportunity coordination training at least once quarterly at the installation level.
- (23) Assist commanders in the development of realistic affirmative action plans and monitor progress of plans.

Table 6-1
Special commemorations/ethnic observances timetable

Month: January
Dates: 3d Monday
Observance: Martin Luther King, Jr., Birthday
Authority/comment: Public Law 98-144, Nov. 83 (Federal holiday)

Month: February
Dates: 1-28/29
Observance: African-American/Black History Month
Authority/comment: First Presidential Proclamation, Feb. 76

Month: March
Dates: 1-31
Observance: Women's History Month
Authority/comment: Public Law 100-9, Mar 87

Month: April/May
Dates: Sunday to Sunday for Week Incorporating Yom Hashoah
Observance: "Days of Remembrance" for Victims of the Holocaust
Authority/comment: Public Law 96-388, Oct. 80

Month: May
Dates: 1-31
Observance: Asian Pacific Heritage Month
Authority/comment: First Presidential Proclamation, May 91

Month: August
Dates: 26
Observance: Women's Equality Day
Authority/comment: First Presidential Proclamation, Aug. 73

Month: September/October
Dates: 15 Sep. - 15 Oct.
Observance: National Hispanic Heritage Month
Authority/comment: Public Law 100-402, Aug. 88

Month: November
Dates: 1-30
Observance: National Native American Indian Heritage Month
Authority/comment: Public Law 102-188, Mar 92

i. Equal opportunity representatives/leaders (EORs/EOLs) Responsibilities. EORs will assist commanders at the battalion-level or equivalent and below in carrying out the EO Program within their units. EORs serve a special duty at small unit level. Commanders must appoint EORs in their units who are members of the chain of command in the rank of SSG through 1LT. Soldiers who are graduates of DEOMI and have been awarded enlisted Skill Qualifying Identifier (SQI) Q or officer Additional Skill Identifier (ASI) 5T are still available to perform as additional unit EORs after successful completion of their special duty tour as an EOA. Brigade or higher headquarters' EOAs are available to train unit EORs using the 80 hour Training Support Package (TSP) published by the EO Proponency Office, Soldier Support Institute. EOAs are authorized to supplement that training package to meet local needs and conditions. Instruction in other subject areas related to, or supportive of EO objectives, such as the Consideration of Others Program, may be provided by personnel from other agencies or program areas during this training. Typical roles and duties of EORs are as follows-

- (1) Assist commanders in the recognition of detractors from a healthy unit EO climate.
- (2) Continuously assist commanders in the conduct of unit climate assessments.
- (3) Prepare and assist the commander in the conduct of EO training.
- (4) Establish and maintain liaison with other EORs and with the EOA at higher headquarters.
- (5) Assist commanders and assigned project officers in preparing and conducting ethnic observances and special commemorations.
- (6) Assist complainants by referring them to an appropriate agency for assistance. Complaints referred to another

agency will be reported to the EOA. EORs may not conduct investigations and are not trained to fully advise AR 15-6 investigating officers in their conduct of EO complaint investigations. Any commissioned officer performing the additional duty of an EOR, may be asked (in the capacity of a commissioned officer and as a disinterested, third party) to conduct investigations. Yet, those situations should not concern EO complaints within their organization.

(7) Serve as a resource person for EO matters in the unit.

6-3. Equal Opportunity Policy

a. The U.S. Army will provide equal opportunity and fair treatment for military personnel, family members and DA civilians without regard to race, color, gender, religion, or national origin, and provide an environment free unlawful discrimination and offensive behavior. This policy-

(1) Applies both on and off post, during duty and non-duty hours.

(2) Applies to working, living, and recreational environments (including both on and off-post housing).

b. Soldiers will not be accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, religion, gender, or national origin. The assignment and utilization of female soldiers is partially governed by federal law. AR 600-13, Army Policy for the Assignment of Female Soldiers, prescribes policies, procedures, responsibilities, and the position coding system for female soldiers.

c. Rating and reviewing officials shall evaluate each member's commitment to elimination of unlawful discrimination and/or sexual harassment and document significant deviations from that commitment in evaluation reports. Substantiated formal complaints require a "Does not support EO" on the NCOER or the OER. This documentation includes administering appropriate administrative, disciplinary, or legal action(s) to correct inappropriate behavior.

d. This chapter does not implement the provisions of either the Age Discrimination in Employment Act of 1967 (Sections 630 through 634, Title 29, United States Code) or Title VII of the Civil Rights Act of 1964 (Section 2000e, Title 42, United States Code). Physical disability and age controls are not addressed due to overriding concerns of medical fitness and deployability of military personnel.

6-4. Staffing

a. *Minimum military staffing requirements.*

(1) EOAs will be assigned to the personal or coordinating staff of commanders at installations, organizations, and agencies that are brigade-level (or equivalent) and higher. Assignments will not be as collateral or part-time duty. Primary duty position authorizations and requirements that comply with this guidance are to be documented in applicable personnel management authorization documents. Authorized positions will not be eliminated without prior approval by the Secretary of the Army.

(2) Active duty military staffing.

(a) Each brigade-level or equivalent unit will have, as a minimum, one full-time EOA with the rank of SFC or higher. Each division will have four EOAs: one officer (LTC) and three noncommissioned officers (NCOs) (one MSG and two SFC). Corps staff will have one officer (LTC) and three NCOs (one SGM, one MSG and a SFC). At most Major Army Commands (MACOM), there will be three EOAs: one officer (LTC) and two NCOs (one SGM and one MSG or SFC). FORSCOM, TRADOC and USAREUR will have an additional NCO in the grade of SFC. At HQDA there will be four officers (LTC and three MAJs) and four NCOs (one SGM and three SFCs) At the Soldier Support Institute (SSI) there will be three EOAs: one officer (LTC) and two NCOs (one SGM and one MSG).

(b) In addition to the above-stated unit staffing requirements, small installations (less than 10,000 soldiers) or base support battalions (BSBs) are authorized one enlisted EOA (SFC). Large installations (greater than 10,000) and area support groups (ASGs) are authorized two enlisted EOAs (MSG and SFC).

(c) Installation EOAs will provide geographic support for units without a dedicated EOA in their specific region. Installation commanders will establish Memoranda of Agreement with tenant units without EOA support to ensure that those tenant units receive EOA support from the installation. Installation EOAs will also support non-deploying soldiers whose unit EOA deployed with their unit.

(d) Civilian substitutions for the above minimum staffing requirements are not authorized. Any staffing authorized beyond these minimum requirements may be either military EOAs or civilians officially assigned to and trained for such duties. Assignment of EO duties to civilians must be in strict accordance with applicable position classification standards and guidelines.

(3) US Army Reserve (USAR) staffing. An EOA will be assigned to the staff of each brigade-level unit or brigade equivalent unit. One officer EOA (minimum rank LTC) and one enlisted EOA (minimum rank MSG) will be assigned to the staff of each RSC/GOCOM and division-level or equivalent unit. Civilian substitutions are not authorized.

(4) Army National Guard (ARNG) staffing requirements are established by the CNGB. Civilian substitutions are not authorized.

b. *Location in the organizational structure.* EOAs assigned on the unit's Table of Distribution and Allowances (TDA), should be attached to a specified unit (as described above) for duty, administration, and UCMI, because they support that specific commander.

c. *The EO Program and the Equal Employment Opportunity (EEO) Program relationship.* The EO program for

military personnel and the EEO program for civilian personnel share the same foundations in similar goals and objectives. However, their practice and execution are considerably different. Separate laws and/or regulatory guidance and policy guide each program. The EEO Program implements laws which address employment issues for civilian employees and applicants for employment. The roles and missions of the EOA and EEO officer are not interchangeable. EOAs will not supervise EEO personnel, nor will EEO personnel supervise EOAs. EO and EEO offices will not be consolidated under the direction of one or the other program principals. There are areas in which EO and EEO programs can and should be integrated when doing so promotes understanding, efficiency, economy and common interests of both programs. These areas include the planning and execution of special observances, Consideration of Others Program, development of affirmative action plans, some aspects of training, and coordination of administrative support.

6-5. EOA Selection And Assignment Policy

a. Selection Policy. The CG, PERSCOM, will select qualified officers and NCOs for duty as EOAs in accordance with the following selection requirements -

- (1) *Outstanding duty performance.* Includes a review of the individual's evaluation reports.
- (2) *Stability in personal affairs.* Soldier will not have a recent history of severe domestic or personal problems (excluding divorce), chronic indebtedness, excessive use of alcohol, or any use of illegal drugs. Individuals withdrawn for cause from any Human Reliability or Personal Reliability Program during the two years preceding the nomination will need a waiver from HQDA, ODCS, G-1, ATTN: DAPE-HR-L, 300 Army Pentagon, Washington, DC 20310-0300.
- (3) Must not have been punished under the provisions of the UCMJ during the 5 years preceding the nomination or have a history of frequent punishments under Article 15, UCMJ.
- (4) Must have a minimum of 2 years of service remaining upon completion of the DEOMI course.
- (5) Must meet Army fitness and body composition standards.
- (6) Must be competitive for promotion.
- (7) Must have not previously declined or been disenrolled (academic or disciplinary) from NCOES or Officer Professional Development Course.
- (8) Have a GT score of 110 (waiverable).
- (9) Maintain a minimum PULHES profile of 111221 (waiverable).
- (10) Must maintain qualification standards throughout tour. Units will notify PERSCOM through channels when an EOA fails to meet minimum qualification standards.
- (11) In addition to the above requirements, officers must-
 - (a) Have a bachelor's degree.
 - (b) Be an active duty officer in the grade of LTC or above, except as noted in paragraph 6-4a(2)(a). USAR officers must be at least in the grade of LTC. ARNG officer grade requirements are established by CNGB.
 - (c) Officers assigned to the DEOMI as instructors can be in the grade of CPT or above.
 - (d) Field Grade officers must be graduates of, or have received Military Education Level (MEL) 4 credit for, Command and General Staff College.
- (12) In addition to requirements (1) through (10) above, active duty and USAR enlisted soldiers (requirements for ARNG enlisted soldiers are established by the CNGB) must-
 - (a) Be a high school graduate (or equivalent) and possess the potential to complete college-level courses. Soldiers who are unable to score at a 12th grade level in all measured areas of the Test of Adult Basic Education (TABE) will not be assigned to EOA duty. The soldier's test results will become part of their out-processing paperwork that will be checked off by the unit commander prior to travel to DEOMI, and taken to DEOMI for inclusion in their student packet.
 - (b) Be a SFC or SSG(P), or above, with less than 18 years time in service upon completion of DEOMI (Waiverable for SGM and MSG).
 - (c) Have served in a leadership position.
 - (d) Not be assigned to back-to-back special duty assignments (e.g., drill sergeant to EOA or recruiter to EOA).

b. Volunteers. Any officer or NCO who meets the selection criteria in paragraph 6-5a may volunteer for duty as an EOA by submitting a written request to his/her Branch Manager. Enlisted requests will be submitted through the first LTC in the chain of command, who will endorse the request with a statement of suitability for EOA duties.

c. Tour lengths for EOAs.

(1) *Active Duty Enlisted.* Tours for enlisted personnel assigned to CONUS units will be 24 months (exclusive of training time) with the possibility for extension of one year. Tours for enlisted personnel assigned OCONUS will be the prescribed tour length of that assignment based on status (accompanied/ unaccompanied). Those soldiers assigned to a one-year OCONUS tour will be assigned the additional one-year in CONUS.

(2) *Active Duty Officer.* Tours for officers assigned to CONUS units will be 24 months (exclusive of training time). Tours for officers assigned OCONUS will be the prescribed tour length for short tours or 18 months (exclusive of training time) for long tours.

(3) *USAR or NGB.* USAR or NGB EOA tours will be a minimum of three years upon completion of DEOMI and a maximum of six years. Reserve Component EOAs will obtain school quotas through the Army Training Requirements and Resource System (ATRRS) for course attendance in either the 15-week resident course or the three-phase Reserve Component (RC) EOA course at the DEOMI within 60 days of assignment as an EOA. USAR soldiers must complete the Reserve Component course within 1 training year of completion of the initial resident phase. Requests to exceed the 1-year completion requirement must be forwarded through the chain of command to the Commandant, DEOMI, Patrick AFB, FL 32925-3399. Each request will be handled on a case-by-case basis and will require justification of the soldier's inability to complete the course within the allotted time. However, commanders must closely monitor training status to ensure course completion is expedited to the maximum extent possible. Army National Guard soldiers must complete the course within 18 months of assignment to duty position. Failure to complete the course will result in removal from the EOA position.

d. Early Release.

(1) The Director, Enlisted Personnel Management Directorate (EPMD), PERSCOM is authorized to approve/disapprove the early release of enlisted EOAs from the EO program when:

(a) The EOA has been selected for promotion to SGM and the current unit of assignment cannot place him or her; the EOA will be moving to a command NCO position (1SG); or the EOA is a CSM designee.

(b) The EOA's commander has notified PERSCOM in writing, through the MACOM, that the EOA is being reassigned as a 1SG or CSM.

(c) PERSCOM is able to select, train, and assign a replacement for the outgoing EOA expeditiously to eliminate a gap in coverage.

(d) necessary for cause.

(2) The CG, PERSCOM, is authorized to approve/disapprove the early release of officer EOAs from the EO program when:

(a) The EOA has been selected for promotion and the current unit of assignment cannot place him or her.

(b) The EOA has been selected for a Command Selection List (CSL).

e. Relieved from EO duty. The active Army EOA relieved from EO duty will receive a Relief for Cause Evaluation Report. This will occur immediately following the removal from duty.

f. Removal of the EOA SQI. The EO SQI or ASI may be withdrawn from the active Army EOA only if approved by HQDA for active Army soldiers, a state AG for ARNG, or the Chief, Army Reserve for USAR. A memorandum signed by the commander, with a copy of the Relief for Cause Evaluation Report will be forwarded through the MACOM and PERSCOM to HQDA, ODCS, G-1, ATTN: DAPE-HR 300 Army Pentagon, Washington DC 20310-0300.

g. Recurring EOA duty. EOAs will not serve consecutive EOA duties without prior approval from CG, PERSCOM, a state AG, or OCAR.

6-6. Attendance At The Defense Equal Opportunity Management Institute (DEOMI)

a. Attendance.

(1) Enlisted personnel selected for EOA duty by PERSCOM will be programmed to attend the 15-week EO Advisor course at DEOMI. The course is described in paragraph 6-6b below.

(2) Officers in the grade of LTC will attend the 6-week EO Program Manager Course (EOPMC). Officers may attend the 15-week course when space is available.

(3) Reserve Component Full Time Support (FTS) EO personnel filling an authorized, full-time EO Specialist position, who have previously completed one or more phases of the RC EOA Course (resident or non-resident) at DEOMI are eligible to attend and complete the 15-week course. Even if these soldiers are reassigned to another military occupational specialty-enlisted (MOS-ENLD) or specialty skill identifier (SSI), they can complete the course.

b. Resident Courses. The DEOMI curriculum consists of two resident courses: a 15-week EO advisor course and a 6-week EO Program Manager course. The 15-week course is designated to train personnel for assignment as full-time EOAs. The 6-week EO Program Manager Course (EOPMC) is intended for those personnel who have supervisory or managerial responsibilities or to train officers serving as EOAs at division level and above. A three-phase Reserve Component EO Advisor Course, consisting of two 2-week resident phases and one nonresident phase, is conducted for ARNG and USAR personnel.

c. Certification. Upon successful completion of the 15-week Equal Opportunity Advisor Course and the resident/non-resident RC Equal Opportunity Advisor Course, DEOMI recommends graduates for the awarding of SQI Q (enlisted) and ASI 5T (officers). Officers attending the 6-week EO Program Manager Course will receive course code PAQ in their official records. The CG, PERSCOM, will award the appropriate designator upon the soldiers' successful completion of DEOMI. Only graduates of the DEOMI courses listed above are designated as EOAs.

d. Scheduling of training. The CG, PERSCOM, programs qualified active duty officers and NCOs for training and duty as EOAs. The CNGB and CAR program Army National Guard and U.S. Army Reserve soldiers for EOA duty. CG PERSCOM controls DEOMI training seats for active duty and USAR personnel. CNGB controls training seats for

Army National Guard for the DEOMI Reserve Component and EO Program Orientation for Managers Courses. Commands will use the following procedures to acquire these allocations:

(1) Commanders desiring to send officers and NCOs on temporary duty (TDY) to DEOMI and then return to their units as EOAs will send their requests through their MACOMs. MACOMs will forward applications for officers to CG, PERSCOM, 200 Stovall Street, ATTN: TAPC-OPB-D, Alexandria, VA 22332-0400. For NCOs, forward applications to CG, PERSCOM, ATTN: TAPC-EPM-A, 2461 Eisenhower Ave., Alexandria, VA 22331-0454.

(2) Units must request training seats in writing and requests must arrive at PERSCOM no later than 45 days before the starting date of a requested class.

(3) Reserve Component personnel must have an ATRRS allocation to be considered for attendance. This is applicable to ARNG unit members, and USAR troop program unit (TPU) members, AGR and military technicians assigned to a major Army National Guard or Army Reserve Command (MUSARC) headquarters and performing day-to-day EO duties as listed in their job descriptions or performance standards.

6–7. Off-Post Activities, On-Post Activities, And Off-Limit Actions

a. Off-post activities. Title II of the Civil Rights Act of 1964 addresses the practice of discrimination and segregation in public establishments. These public establishments include privately owned establishments such as hotels, restaurants, gasoline stations, theaters, places of entertainment, and community housing (e.g., apartments). The installation commander will ensure that the facts surrounding allegations of discriminatory practices are fully developed. The commander will also ensure those individuals and organizations alleged to practice such unlawful discrimination are given a full and fair opportunity to challenge particular allegations. If all reasonable efforts and alternatives fail to eliminate off-post discriminatory practices in public accommodations, installation commanders are authorized to place those facilities off-limits after requesting such action through the servicing Armed Forces Disciplinary Control Board (AFDCB). Military personnel outside the United States are not protected under the Civil Rights Act of 1964 while off-post. However, the commander will take whatever actions are available and appropriate to eliminate discriminatory practices in public accommodations outside the United States that affect soldiers, civilians or family members of his/her command. Commanders must promote awareness of the pertinent laws of the host nation.

b. Off-limits sanctions. Off-limits sanctions may be appropriate for public accommodations and establishments falsely claiming to be private clubs (fraternal or otherwise) with discriminatory policies and practices. If discriminatory practices off-post are found to be directed at selected soldiers in a command and efforts at conciliation prove unsuccessful, imposition of off-limits sanctions according to AR 190-24 may be appropriate.

c. Off-limits sanctions and private establishments. An installation commander ordinarily may not apply off-limits sanctions to a bona fide private establishment, club, activity, or organization. However, such an entity may be placed off-limits if the following conditions exist-

(1) It is open to military personnel in general or to soldiers who meet specific objective criteria (such as sergeant and above) but segregates or discriminates against other soldiers solely on the basis of race, color, religion, gender, or national origin.

(2) It is not primarily political or religious in nature.

(3) The installation commander, in consultation with his/her key staff, determines that the available facts support the allegations of unlawful discrimination after affording the management of the establishment, club, activity, or organization a full and fair opportunity to challenge or refute allegations.

(4) Reasonable efforts by the commander to bring about voluntary termination of the discriminatory practices are unsuccessful.

(5) The commander determines that continued unlawful discrimination by the establishment, club, activity, or organization undermines the morale, discipline, or loyalty of soldiers in the command.

d. On-post activities. All on-post facilities and official activities are open, as appropriate, to all DoD personnel and family members without regard to race, color, religion, gender, or national origin. Installation commanders are responsible for ensuring that an organization taking advantage of or using on-post facilities (whether on a reimbursable basis or otherwise) does not engage in unlawful discriminatory practices. It is not enough to depend solely on the published bylaws or the constitution of the organization. The installation commander must assess the organization's actual membership practices and their effect upon the command. In cases where the installation commander determines that credible information of discriminatory practices by an on-post private organization has been presented, the organization has the burden of proving it did not engage in discriminatory practices. Failure to substantiate the absence of discriminatory practices will result in a denial of the use of on-post facilities. However, the provisions of this paragraph do not prohibit the installation commander from approving the operation of private organizations that restrict membership to one gender if one or more of the following apply-

(1) The private organization's purpose is philanthropic and, by tradition, its membership has been of one sex

(2) The private organization's purpose and functions is to benefit one sex, and its membership is composed of that sex (Examples are scouting organizations or women's and men's sporting associations.)

(3) The private organization has a specific purpose and function that restricts membership to one sex, but also has a

counterpart organization with the same purpose and function. (Examples are women's and men's sport club, women's and men's civic associations, and boy and girl scouting organizations.)

6-8. Procedures For Processing Equal Opportunity Complaints

a. Individual rights. Soldiers, family members and DA civilians have the right to-

- (1) Present a complaint to the command without fear of intimidation, reprisal, or harassment.
- (2) Communicate with the commander concerning their complaints.
- (3) Receive assistance when submitting a complaint.
- (4) Receive training on the Army's Equal Opportunity complaint and appeals process.

b. Individual responsibility. Individuals are responsible for:

(1) Advising the command of the specifics of sexual harassment and unlawful discrimination complaints and providing the command an opportunity to take appropriate action to rectify/resolve the issue.

(2) Submitting only legitimate complaints and exercising caution against unfounded or reckless charges.

c. While not required, it is recommended that the individual attempt to resolve a complaint by first informing the alleged offender that the behavior must stop.

d. Filing and Processing Equal Opportunity Complaints. For filing and processing of EO or sexual harassment complaints, follow the procedures as outlined in appendix E.

6-9. Housing complaints

Complaints of housing discrimination involving unequal treatment because of race, color, religion, gender, or national origin will be forwarded to the local housing division for processing. AR 210-50 provides policy for housing issues.

6-10. Evaluation reports

a. Entries. The performance evaluation process provides commanders and supervisors an excellent opportunity to discuss their goals, objectives and expectations of the EO and EEO programs. In counseling session, commanders and supervisors should discuss these programs as expressions of the Army's Values and encourage support of these programs and how they intend to evaluate individual behaviors and actions. When evaluating officers or enlisted soldiers, or Department of the Army civilian employees, rating officials will evaluate those individuals' commitment to the goals and objectives of the EO or EEO program. This includes the individuals' actions or non-actions toward the prevention and elimination of unlawful discrimination and/or sexual harassment. Raters are required to document significant deviations from that commitment and identify instances of reprisal/retaliation taken by the rated individual in that evaluation report. (See AR 623-105, para 4-13; AR 623-205, paras 6-5 and 6-6)

b. Appeals. Appeals of officer evaluation reports due to alleged unlawful discrimination, sexual harassment, or reprisal will be conducted according to the procedures specified in AR 623-105. Appeals of noncommissioned officer evaluation reports, based on allegations of unlawful discrimination, sexual harassment, or reprisal, will be submitted according to the procedures outlined in AR 623-205.

6-11. Civilian schooling

Army personnel pursuing an educational program at an institution that unlawfully discriminates in the admission or subsequent treatment of students will not be financially assisted from appropriated fund resources. Exceptions to this policy will be considered when the applicant has previously attended the institution in question and will suffer personal hardship through loss of earned credits if a transfer is required. When soldiers seek continuation of civilian schooling with schools barred from receiving DoD or DA funds because they discriminate in their admission practices or subsequent treatment of students, they will request an exception to policy through command channels.

6-12. Legal assistance

Within the framework of the legal assistance program, legal assistance may be provided to soldiers who believe they have been denied federally protected rights. If the civil rights of soldiers seem endangered and an appearance in court or other legal action beyond the authority of the legal assistance officer is required, the matter will be reported to The Judge Advocate General (HQDA (DAJA-CL), Washington DC 20310-2200) for possible referral to the Department of Justice. (See AR 27-40)

6-13. Affirmative Action plans

Affirmative Action Plans (AAPs) are planned, achievable steps that eliminate practices denying equal opportunity to soldiers and their families, and that monitor progress toward these goals.

a. Each MACOM, installation, separate unit, agency, and activity down to and including brigade-level or equivalent will develop and implement AAPs. DA Pam 600-26 is the HQDA AAP that monitors the centralized personnel management processes for which HQDA has responsibility. Heads of staff proponent agencies and their field operating agencies provide input to this AAP. Unit AAPs will be written IAW DA PAM 600-26.

- b.* Units will review AAPs annually to assess the effectiveness of past actions; to initiate new actions, and to sustain, monitor, or delete goals already achieved.
- c.* Commanders will provide a copy of their AAP to the next higher commander.
- d.* Affirmative action plans for civilian employees will be established in accordance with Army Regulation 690-12, Equal Employment Opportunity and Affirmative Action.

6-14. Training

- a.* Minimum criteria for local unit training programs.

(1) The commander will incorporate EO training into the overall training plan for the unit. The Soldier Support Institute publishes training tools (DA Pam 350-20, Unit Equal Opportunity Training Guide, and TC 26-6, Commander's Equal Opportunity Handbook) that may assist commanders in developing required training. Active Army and reserve components commanders of TOE/MTOE/TDA units will add the following topics to their quarterly or yearly training briefings:

- (a)* Type and dates of human relations training conducted by the unit since last Quarterly Training Brief (QTB) / Yearly Training Brief (YTB).
- (b)* Type and dates of human relations training scheduled for the unit before the next QTB/YTB.
- (c)* The number of EOAs/EORs required, authorized, on hand and the training they have completed or scheduled prior to next QTB/YTB.
- (d)* Date last command climate survey was conducted and date next command climate survey is scheduled.

(2) Leaders will conduct mandatory unit EO/sexual harassment training quarterly. Commanders will document training on the unit's training schedule and lead the training. In their training documentation, commanders must include type of training; instructor; date, time and length of training; roster of attendees and issues covered in the session. From time to time, different issues will be of local or Army-wide importance and require special emphasis and attention by unit commanders. As a minimum, two of the quarters will consist of Prevention of Sexual Harassment training. (see paragraph 7-8) The other two quarters will consist of training that is interactive, small group, discussion-based, and can focus on these topics-

- (a)* Objectives of the Army EO program.
- (b)* Army and local command policies on EO and affirmative action.
- (c)* Objectives of AAPs and EO action plans.
- (d)* Behavioral characteristics and other indicators of EO problems, what are and are not appropriate and acceptable behaviors leading to unit cohesion and teamwork.
- (e)* The impact of individual and institutional discrimination on mission accomplishment.
- (f)* Proper handling of EO complaints and the EO complaint system.
- (g)* Identifying, dealing with, preventing, and eliminating racial and ethnic discrimination and sexual harassment.
- (h)* Legal and administrative consequences of participating in acts of unlawful discrimination and sexual harassment.
- (i)* Individual responsibilities of both soldiers and DA civilians concerning equal opportunity and the prevention and eradication of sexual harassment (i.e., identifying inappropriate behaviors, handling complaints, developing techniques in dealing with sexual harassment, developing assertiveness skills, submitting complaints in the event the situation cannot be handled on-the-spot or one-on-one, and reporting incidents to the chain of command).
- (j)* The importance of honest and open interpersonal communications in promoting a healthy unit climate.
- (k)* Unit climate assessment-what it is, what it is used for, what makes it important, how it is done, what its results mean and what to do about various results.
- (l)* Review of actual unit climate assessment findings and amplification of issues raised. If appropriate, the commander will discuss issues that surface from assessment and develop an action plan to improve unit climate with unit members.

(3) The chain of command and other leaders (commander, command sergeant major, sergeant major, first sergeant, civilian supervisors, and others) will be present and participate in unit EO sessions.

(4) Brigade-sized units and higher headquarters will conduct EO and prevention/eradication of sexual harassment training (executive level seminars) twice a year. Training will be small group, interactive and discussion-based. It should emphasize findings determined as a result of unit command climate assessments.

- b.* Generally, training for Army War College (AWC) and Pre-Command Course (PCC) will cover-

- (1) Planning and resourcing the implementation of the Army's EO program.
- (2) Creating positive command climates that promote fair and equal treatment and that create opportunities for all soldiers, civilians, and family members by-
 - (a)* Publishing policies and evaluating subordinate unit EO initiatives.
 - (b)* Ensuring that EO training is focused on the roles, duties, and responsibilities for EO and the prevention and eradication of sexual harassment; on leader skills needed to handle soldier issues to include racial, cultural, and gender considerations; and on preventing, detecting, and avoiding conditions and situations that could lead to unprofessional behaviors and acts.

(c) Conducting unit climate assessments, analyzing the data, and using feedback to improve living and working environments.

(d) Promptly investigating complaints and incident reports, taking action against offenders, correcting conditions and situations that could lead to incidents/complaints, and implementing actions to prevent recurrence.

(e) Utilizing EOAs to monitor unit environment and to assist in the development of unit training and in the resolution of complaints.

(f) Planning and conducting special/ethnic observance activities.

(g) Monitoring and evaluating own and subordinate unit AAPs.

c. Generally, training for the Brigadier General Orientation Course and the Assistant Division Commander Course will cover:

(1) Planning and resourcing the implementation of the Army's EO program.

(2) Creating positive command climates that promote fair and equal treatment and that create opportunities for all soldiers, civilians, and family members.

(3) Contemporary issues in EO and the prevention and eradication of sexual harassment.

6-15. Authority to collect and maintain data

The ODCS, G-1, HQDA, will collect, record, and maintain racial, ethnic group, and gender data and statistics needed to support the Army EO Program, to include AAP reporting requirements. Heads of DA Staff elements, MACOMs, separate agencies, and other activities and units required to support these efforts are authorized to collect, record, and maintain data and statistics. Statistical data is maintained for various aspects of the personnel management subject areas, using the racial, ethnic, and gender codes found in AR 680-29.

6-16. Narrative and statistical reports on equal opportunity progress

All MACOMs will submit a Quarterly Narrative and Statistical Report (QNSR) on equal opportunity progress to HQDA NLT 30 days following the end of each quarter. Reports will be submitted to the Human Resources Directorate, ODCS, G-1 via electronic mail. Units will utilize the automated EO database. Reports will include the following information:

a. *Complaint information.* Total number of formal Army complaints filed by quarter, according to type (i.e. gender, ethnicity, racial, religious, or sexual) the report information. Reports are pending, substantiated or unsubstantiated. Data also include information on the complainant's unit, rank, race, gender, date of complaint, method of resolution, action taken, the commander's assessment of the Human Relations Climate of his or her unit and comments.

b. *Command profile.* Command position breakout (brigade, battalion, company commanders, CSMs and 1SGs) by racial, ethnic and gender groups.

c. *Population report.* Unit population racial, ethnicity and gender groups.

d. *Major Subordinate Command (MSC) data.* Listing of all MSCs with breakout of total number of brigades, battalions and companies (MSC MACOM will be included). Also reflects number of EOAs required, authorized, and on hand.

e. *EOA listing.* Alphabetical listing of all EOAs with information on race, gender, unit, level, staffing (TDA or TOE) and comments. Also includes date EOA arrived and replacement data.

f. *Quarterly EO report.* Who conducted Command Inspection Programs (CIP)/Staff Assistance Visits (SAV), numbers of training sessions conducted, and number of Commanders and 1SGs who attended commander's courses.

g. *Unit assessment (UA) report.* Listing of UAs conducted for the quarter by MSC or unit level to include the tool (MEOCS, TDAS, DA Pam 600-69, the Command Climate Survey that is mandatory for company commanders, etc.) used to conduct the UA, and comments.

6-17. Training for civilian duty positions In the Military Equal Opportunity Program at the Defense Equal Opportunity Management Institute

a. *Allocations.* Civilian allocations for the DEOMI will be controlled by the CG, PERSCOM. The CNGB, CG FORSCOM, and the CAR will control allocations for their respective Reserve elements and will prescribe the way in which civilian requests are submitted.

b. *Application.* Commanders desiring to send civilians who are officially assigned to duties in the Army EO Program to the DEOMI will send an application to the appropriate MACOM. If approved, the MACOM will request a training seat from PERSCOM (TAPC-OPA-E), Alexandria, VA 22332-0400. If all training seats are filled, the request will be considered for a later class if the MACOM desires. Requests for allocations must be submitted in writing to arrive at PERSCOM no later than 45 days before the starting date of the requested class.

c. When the requesting command receives an approved training seat, the command will provide the Commandant at DEOMI: Command notification of the DEOMI name, grade, SSN, educational level, military mailing address, and telephone number of the candidate for training and the desired course number.

d. *Civilian personnel selection requirements.* Civilian personnel prerequisites for attendance at the DEOMI are as follows:

- (1) Be in grade GS-7 or above or be slated for promotion to GS-7 upon completion of the course.
 - (2) Occupy or be scheduled to occupy an officially assigned position in the military EO program in accordance with applicable position classification standards and guidelines.
 - (3) Be considered suitable for EO duties as determined in an interview conducted by the commander on whose staff the person will be assigned.
- e. Request procedures.* MACOMs, when requesting allocations, will send the following information to PERSCOM:
- (1) Class desired to attend.
 - (2) Willingness to accept an allocation in a subsequent class if the requested class is filled.
- f. Funding.* Attendee's current unit of assignment provides funding for any "temporary duty and return".

6-18. Equal opportunity special/ethnic observances

Equal opportunity special/ethnic observances are conducted to enhance cross-cultural awareness among all soldiers, civilian employees and their families. These observances recognize the achievements and contributions made by members of specific racial, ethnic, or gender groups in our society. The observances should also promote understanding, teamwork, harmony, pride and esprit among all groups, not just within the specific group being honored.

a. HQDA, ODCS, G-1 possesses general staff responsibility for establishing policy and identifying the time period for each observance.

b. MACOM and installation commanders will-

(1) Develop, plan and conduct observances during the designated time frame as outlined in Table 6-1 or as otherwise directed by HQDA.

(2) Program necessary funding to conduct annual observance activities within the EO program budget.

(3) Encourage all members of the military community to contribute to and participate in the planning, implementation and conduct of the observance activities.

(4) Involve members of the staff elements and subordinate units in the development and conduct of observance functions.

(5) Select and announce an appropriate theme for the observance, consistent with the spirit of the event and the needs of the local community. National or DoD themes are often published which may be used to augment the activities.

c. EO Program management or education and training funds may be spent on activities and publications which are intended to promote cross-cultural harmony and awareness. Examples of permissible expenditures include guest speakers, artistic or cultural activities, food exhibits or samples (samples are not intended as meals or refreshments). Additionally, funds may be allocated to commercial entertainment as part of an educational awareness program. Commanders will ensure that projected events amplify the contributions made to the Army and to society by the featured ethnic, gender or racial group.

d. Commanders will publicize the cultural/ethnic event in post newspapers and bulletins to provide widest dissemination possible.

e. Commanders will form a standing committee to plan cultural observances. Members of the committee may include the EOA, Morale, Welfare and Receptions (MWR) officer, Public Affairs Officer (PAO), club managers, unit chaplains, DoD dependent school representatives, resource management personnel, and other individuals as necessary.

f. Commanders will encourage maximum use of recreational facilities to include the post library, recreation center, theater, etc. for use during observation of the special events. Suggested activities include the following:

(1) Special displays in libraries

(2) Expositions and displays of arts and crafts

(3) Special music or drama programs

(4) Programs featuring historical achievements and contributions by various ethnic groups to government, education, industry, religion, music and theater

(5) Speeches from local chain of command and DoD civilians

g. Activities will be designated and scheduled to allow for maximum attendance by all soldiers and civilians within the command. Commanders will establish a policy that ensures that all personnel desiring to participate in these observances are given a reasonable opportunity to do so.

h. A consolidated annual observance recognizing members of all racial/ethnic/gender groups may be conducted in addition to (but will not be used in place of) the observances listed in table 6-1.

Chapter 7 Prevention Of Sexual Harassment

7-1. Overview

The prevention of sexual harassment is a commander's responsibility. The EOA plays a pivotal role by assisting the commander with policy awareness, training, command climate assessments, complaints processing and overall advisory assistance concerning the prevention of sexual harassment.

7-2. Chain Of Command Responsibilities

Commanders and supervisors will-

- a. Ensure that assigned personnel are familiar with the Army policy on sexual harassment.
- b. Publish and post written command policy statements for the prevention of sexual harassment. All statements will be consistent with Army policy. They will include the local command's commitment to the Army's policy against sexual harassment and will reaffirm that sexual harassment will not be tolerated. The statement will explain how and where to file complaints and shall include the fact that all complainants will be protected from acts or threats of reprisal. Each MACOM, installation, separate unit, agency, and activity down to company, troop or battery level will publish a sexual harassment command policy statement. Units should coordinate these policy statements with the servicing staff judge advocate or legal advisor before publishing them.
- c. Continually assess and be aware of the climate of command regarding sexual harassment. Identify problems or potential problems. Take prompt, decisive action to investigate all complaints of sexual harassment. Either resolve the problem at the lowest possible level or, if necessary, take formal disciplinary or administrative action. Do not allow soldiers to be retaliated against for filing complaints. Continually monitor the unit and assess sexual harassment prevention policies and programs at all levels within area of responsibility. Ensure all leaders understand that if they witness or otherwise know of incidents of sexual harassment, they are obligated to act. If they do not, they themselves are also guilty of sexual harassment.
- d. Set the standard.

7-3. Policy

- a. The policy of the Army is that sexual harassment is unacceptable conduct and will not be tolerated. Army leadership at all levels will be committed to creating and maintaining an environment conducive to maximum productivity and respect for human dignity. Sexual harassment destroys teamwork and negatively affects combat readiness. The Army bases its success on mission accomplishment. Successful mission accomplishment can be achieved only in an environment free of sexual harassment for all personnel.
- b. The prevention of sexual harassment is the responsibility of every soldier and DA civilian. Leaders set the standard for soldiers and DA civilians to follow.

7-4. Definition

- a. Sexual harassment is a form of gender discrimination that involves unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when-
 - (1) Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, career, or
 - (2) Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person, or
 - (3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.
- b. Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a soldier or civilian employee is engaging in sexual harassment. Similarly, any soldier or civilian employee who makes deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

7-5. Categories of sexual harassment

- a. *Verbal.* Examples of verbal sexual harassment may include telling sexual jokes, using sexually explicit profanity, threats, sexually oriented jody calls, sexual comments, whistling in a sexually suggestive manner, and describing certain sexual attributes about one's physical appearance. Verbal sexual harassment may also include using terms of endearment such as "honey", "babe", "sweetheart", "dear", "stud" or "hunk" in referring to soldiers, civilian co-workers or family members.
- b. *Nonverbal.* Examples of nonverbal sexual harassment may include staring at someone (i.e. "undressing someone with one's eyes"), blowing kisses, winking, or licking one's lips in a suggestive manner. Nonverbal sexual harassment also includes printed material. Examples may include displaying sexually oriented pictures, cartoons or using sexually

oriented screen savers on one's computer. Further examples include sending sexually oriented notes, letters, faxes, or e-mail.

c. Physical Contact. Examples of physical sexual harassment may include touching, patting, pinching, bumping, grabbing, cornering or blocking a passageway, kissing, and providing unsolicited back or neck rubs. Sexual assault and rape, which may be extreme forms of sexual harassment, are serious criminal acts. When these acts occur, report them immediately to the chain of command, military police, or other law enforcement agencies.

7-6. Types of sexual harassment

a. Quid Pro Quo. Quid Pro Quo is a Latin term meaning "this for that". This term refers to conditions placed on a person's career or terms of employment in return. It involves implicit or explicit threats of adverse action if the person does not submit or promises of favorable actions if the person does submit. Examples include demanding sexual favors in exchange for a promotion; award or favorable assignment; disciplining or relieving a subordinate who refuses sexual advances and threats of poor job evaluation for refusing sexual advances. Incidents of "quid pro quo" may also have a harassing effect on third persons. It may result in allegations of sexual favoritism or general discrimination when a person feels unfairly deprived of recognition, advancement or career opportunities due to favoritism shown to another soldier or civilian employee based on a sexual relationship. An example would be a soldier who is not recommended for promotion and who believes that his or her squad leader recommended another soldier in his or her squad for promotion based upon provided or promised sexual favors, not upon merit or ability.

b. Hostile environment. A hostile environment occurs when soldiers or civilians are subjected to offensive, unwanted and unsolicited comments or behaviors of a sexual nature. If these behaviors unreasonably interfere with their performance, then the environment is classified as hostile. A hostile environment brings interference into the workplace in any one of a number of forms. It does not necessarily include the more blatant acts of "quid pro quo." It normally includes nonviolent sexual behaviors that are gender-biased. Examples include use of derogatory gender-biased terms, comments about body parts, suggestive pictures, explicit jokes and unwanted touching.

7-7. Techniques of dealing with sexual harassment

All soldiers and civilians have a responsibility to help resolve acts of sexual harassment. Examples of how to accomplish this follow:

a. Direct approach. Confront the harasser and tell him/her that the behavior is not appreciated, not welcomed and that it must stop. Stay focused on the behavior and its impact. Use common courtesy. Write down thoughts before approaching the individual involved.

b. Indirect approach. Send a letter to the harasser stating the facts, personal feelings about the inappropriate behavior and expected resolution.

c. Third party. Request assistance from another person. Ask someone else to talk to the harasser, to accompany the victim, or to intervene on behalf of the victim to resolve the conflict.

d. Chain of Command. Report the behavior to immediate supervisor or others in chain of command and ask for assistance in resolving the situation.

e. File a formal complaint. Details for filing an informal or formal complaint are included in Appendix E.

7-8. Training

The elimination of sexual harassment within a unit begins with a policy of aggressive and progressive training to identify and prevent inappropriate behavior. Conduct progressive, interactive small group sexual harassment training twice each year. Soldiers must understand what sexual harassment is, how to recognize it, how to prevent it, how to report it and the consequences of engaging in sexual harassment.

a. The quality and effectiveness of unit training are of primary concern. The most effective approach to training to prevent sexual harassment is through interactive discussion in small groups of mixed gender. Situation vignettes or scenarios should be used to facilitate discussion among unit soldiers and civilians. Role playing is also an effective training means. The training focus should be appropriate to the level of the experience and breadth of responsibilities of each target audience. Unit commanders must attend this training and evaluate its content and quality.

b. Unit training for junior enlisted and civilian employees will focus on defining sexual harassment and gender discrimination, sanctions which may be used to punish harassers, techniques for soldiers to deal with sexual harassment and methods of filing a complaint through the complaint system.

c. Unit training or professional development training for junior officers, noncommissioned officers and civilian supervisors will reinforce the aforementioned training. In addition, emphasis should be placed on promoting a healthy work environment within the section or unit as well as on techniques for receiving, handling and resolving complaints. Training on the EO complaint system must include leader responsibilities in processing informal and formal complaints. It must emphasize the prevention of reprisal actions against complainants.

d. Training at unit level for senior noncommissioned officers, warrant officers, officers, civilian managers and senior executive service will focus on fostering a healthy command climate and using appropriate means for determining a

healthy command climate. This training will also focus on sanctions for offenders. In addition, it will reinforce the elements of training they receive at a more junior level.

e. Leaders may enlist the service of their brigade or higher level Equal Opportunity Advisor or DA PAM 350-20 (Unit Equal Opportunity Training Guide), Chapter 4, to help prepare and conduct Prevention of Sexual Harassment (POSH) training.

f. Commanders will document POSH training on the unit's training schedule and on individual soldier training records. Documentation will include type, instructor, date, time, length of training, roster of attendees, and issues covered in the session.

g. The chain of command and EOA's will attend and participate in POSH sessions.

h. Sexual misconduct training is not an Equal Opportunity issue. This training must be conducted by qualified personnel, separately from sexual harassment training, so as not to confuse the two.

7-9. Complaints

Filing and processing of sexual harassment complaints follow the same procedures as outlined in appendix E for EO complaints. Charges of sexual misconduct are to be processed through legal/ law enforcement channels, not equal opportunity channels.

D-12.

The worldwide deployment of United States military forces, the international responsibilities of the United States, and the potential for involvement of the Armed Forces in actual combat routinely make it necessary for members of the Armed Forces involuntarily to accept living conditions and working conditions that are often spartan, primitive, and characterized by forced intimacy with little or no privacy.

D-13.

The prohibition against homosexual conduct is a longstanding element of military law that continues to be necessary in the unique circumstances of military service.

D-14.

The Armed Forces must maintain personnel policies that exclude persons whose presence in the Armed Forces would create an unacceptable risk to the Armed Forces' high standards of morale, good order and discipline, and unit cohesion that are the essence of military capability.

D-15.

The presence in the Armed Forces of person's who demonstrate a propensity or intent to engage in homosexual acts would create an unacceptable risk to the high standards of morale, good order and discipline, and unit cohesion that are the essence of military capability.

Appendix E EO/Sexual Harassment Complaint Processing System

E-1. Entering the complaints processing system

The EO complaints processing system addresses complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, and national origin. Attempts should always be made to solve the problem at the lowest possible level within an organization. Complaints by civilian personnel alleging discrimination should be handled in accordance with the procedures contained in AR 690-600, or as described in DoD and Department of the Army policy implementing 10 U.S. Code 1561, or as provided for in any applicable collective bargaining agreement.

a. Informal complaint.

(1) An informal complaint is any complaint that a soldier, family member or DA civilian does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other person in the complainant's chain of command. Typically, those issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to time suspense nor is it reportable. It is recommended that anyone working on the resolution of informal complaints should prepare a memorandum of record (MFR). The MFR would include information indicating nature of complaint and identifying pertinent information to assist in the identification of unit's command climate.

(2) Although the processing of EO complaints through the unit chain of command is strongly encouraged, it will not serve as the only channel available to soldiers to resolve complaints. Should the complainant feel uncomfortable in filing a complaint with his/her unit chain of command, or should the complaint be against a member of that chain of command, a number of alternative agencies exist through which the issues may be identified for resolution. Each of these agencies provides expertise in very specific subject areas. Commanders will not preclude soldiers from using these channels in accordance with the procedures inherent/established by these agencies:

- (a)* Someone in a higher echelon of the complainant's chain of command
- (b)* Equal Opportunity Advisor
- (c)* Inspector General
- (d)* Chaplain
- (e)* Provost Marshal
- (f)* Medical agency personnel
- (g)* Staff Judge Advocate
- (h)* Chief, Community Housing Referral and Relocation Services Office (CHRRS)

(3) In some informal complaints, the person or agency receiving the complaint may be able to resolve the issue while maintaining the confidentiality of the complainant, as in the case of the chaplain or a lawyer. While maintenance of confidentiality should be attempted, it will neither be guaranteed nor promised to the complainant by agencies other than the chaplain or a lawyer.

(4) Initial actions by these alternative agencies are the same for informal and formal complaints. Any alternative agency that receives an informal complaint of unlawful discrimination or sexual harassment has the obligation to talk

with the complainant. The agency should advise the complainant of his/her rights and responsibilities; listen to the complainant and find out as much information as possible concerning the complaint (including what the reasons are behind the complaint and why the individual is using the alternative agency opposed to his or her chain of command); tell the complainant what role that agency has (e.g., direct action on behalf of the complainant, information gathering, or referral to another agency or the commander for their action); what support services are available from other organizations that may help resolve the issues; explain the complaint system (principally, the differences between informal and formal complaints); and, then attempt to assure resolution of the issue (through mediation, intervention, counseling, training, etc.).

(5) The commander must eliminate underlying causes of all complaints. More members of the unit, other than complainant and alleged perpetrator, are affected by complaints, especially those that go unresolved.

b. Formal complaint.

(1) A formal complaint is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken.

(2) An individual files a formal complaint using a DA Form 7279-R

(3) In Part I of DA Form 7279-R, the complainant will specify the alleged concern, provide the names of the parties involved and witnesses, describe the incident(s)/behavior(s), and indicate the date(s) of the occurrence(s). For EO complaints, the complainant will also state the equal opportunity basis of the complaint (e.g., unlawful discrimination based upon race, color, religion, gender, or national origin. Complainant will be advised of the importance of describing the incident(s) in as much detail as possible to assist in the investigative process).

(4) The block entitled, “ Requested Remedy” serves a variety of purposes for both the complainant and the command. The information in this block can vary in terms of the complainant’s expectations of the investigative process and his or her reasonableness and credibility. If expectations that are not likely to be met come to the surface, they should be dispelled by the receiving agency (during acceptance of the complaint) through an explanation of the process and the possible outcomes. If the complainant’s response is vindictive, vengeful, or malicious, and seems extreme in light of the events or circumstances, this may be helpful to the commander or investigating officer in terms of motive and believability.

(5) Soldiers have 60 calendar days from the date of the alleged incident in which to file a formal complaint. This time limit is established to set reasonable parameters for the inquiry or investigation and resolution of complaints, to include ensuring the availability of witnesses, accurate recollection of events, and timely remedial action. If a complaint is received after 60 calendar days, the commander may conduct an investigation into the allegations or appoint an investigating officer according to paragraph 5 below. In deciding whether to conduct an investigation, the commander should consider the reason for the delay, the availability of witnesses, and whether a full and fair inquiry or investigation can be conducted.

(6) The complainant should file his or her complaint with the commander at the lowest echelon of command at which the complainant may be assured of receiving a thorough, expeditious, and unbiased investigation of the allegations. Depending on the various aspects of the complaint and individuals involved, that lowest level commander may not be the immediate company or even battalion level commander of the complainant.

E-2. Actions of alternative agencies

The agencies listed in paragraph 1a(2) of this Appendix also serve as alternative avenues available to soldiers for registering formal EO complaints. Initial actions by these alternative agencies are the same for informal and formal complaints. Upon receipt of a formal EO complaint of unlawful discrimination or sexual harassment, the alternative agency has the obligation to talk with the complainant, advise him/her of his/her rights and responsibilities, find out as much information as possible concerning the complaint (including what the reasons were for using the alternative agency and what the complainant’s expectations might be for resolution of the complaint). The agency should also tell the complainant what role that agency has (action, information gathering, or referral to another agency or the commander for their action), what support services are available from other organizations, what the complaint processing procedures are (principally, the differences between informal and formal complaints) and what will be done with the individual’s complaint. Receipt of formal complaints by any alternative agency (except Inspector General) will be annotated in writing on the DA Form 7279-R, Part I, item 9b. If the alternative agency decides not to do an inquiry or conduct its own investigation and decides to refer the complaint to another agency or to the appropriate commander for his/her investigation, that referral must be made within 3 calendar days (at the next MUTA 4 or other regularly scheduled training for Reserve components). For the purposes of receiving EO complaints, any commissioned officer is authorized to administer oaths and should do so in block 9a, DA Form 7279-R prior to referring the complaint to the appropriate commander. The commander or agency receiving the referral will acknowledge receipt of the complaint (DA Form 7279-R, Part I, item 10a). In cases where the complaint is best resolved by the chain of command, the alternative agency would refer the complaint to the commander at the lowest echelon of command at which the complainant may be assured of receiving a thorough, expeditious, and unbiased investigation of the allegations.

a. If during the course of an inquiry or investigation the receiving agency or commander identifies criminal activity, the complaint will be immediately referred to the proper agency (Provost Marshal or CID) for investigation.

b. Incidents of sexual assault and rape will immediately be referred to medical agencies for the procurement of forensic evidence and for assistance in the treatment and counseling of the victim.

c. Allegations of unlawful discrimination in housing, both on and off post, will be referred to the housing division for processing under the provisions of AR 210-50.

d. If a complaint is filed against a promotable colonel, an active or retired general officer, inspectors general of any component, members of the Senior Executive Service, or Executive Schedule personnel, the allegation will be transferred directly to the Investigations Division, U.S. Army Inspector General Agency, ATTN: SAIG-IN, Pentagon, Washington, DC 20310-1700 by rapid but confidential means within 5 calendar days of receipt.

E-3. Complaints filed with the Inspector General

a. Complaints filed with the Inspector General will be processed as Inspector General Action Requests (IGARS) according to AR 20-1, rather than under the procedures outlined in this regulation. As such, no timelines will be imposed on the conduct of the investigation and/or on feedback to the complainant, and DA Form 7279-R will not be maintained.

b. Inspector General investigations are confidential and protected from unauthorized disclosure. They will include consultations with persons or activities as deemed appropriate by the Inspector General.

c. Receipt of the complaint will be acknowledged to the complainant and an estimated completion date provided. If the action is not completed by that date, the complainant will be notified and given a new estimated completion date.

E-4. Actions of the Commander upon receipt of complaint

a. Upon receipt of a complaint, the commander will ensure that the complainant has been sworn to the complaint (Block 9a, DA Form 7279-R). If not, the commander will administer the oath and annotate it on the complaint form. The commander will fill out block 10a acknowledging receipt of the complaint form. All formal complaints will be reported within 72 hours to the first General Courts-Martial Convening Authority (GCMCA) in the chain of command. Additionally, the commander will provide a progress report to the GCMCA authority 20 days after the date on which the investigation commenced and 14 days thereafter until completion.

b. The commander will either conduct an investigation personally or immediately appoint an investigating officer according to the provisions of AR 15-6. Depending on the magnitude of the complaint, the commander may deem it necessary to ask the next senior commander in the chain of command to appoint the investigating officer.

c. The commander will establish and implement a plan to protect the complainant, any named witnesses, and the alleged perpetrator from acts of reprisal. The plan will include, as a minimum, specified meetings and discussions with the complainant, alleged perpetrator, named witnesses, and selected members of the chain of command and coworkers.

(1) Content of the discussions with the above named individuals will include the definition of reprisal with examples of such behavior; the Army's policy prohibiting reprisal; the complainant's rights and extent of Whistleblower Protection afforded complainants, witnesses, and the alleged perpetrator under DoD Directive 7050.6; encouragement to all the aforementioned individuals to report incidents and/or threats of reprisal; the procedures to report acts and/or threats of reprisal; the consequences of reprisal; possible sanctions against violators; a reminder of the roles and responsibilities of the leadership in the prevention of reprisal and protection of all parties involved; the command's support of a thorough, expeditious and unbiased investigation and good faith in attempting to resolve the complaint; and the need to treat all parties in a professional manner both during and following the conduct of the investigation.

(2) Discretion will be used to determine the extent of information provided and the numbers of personnel addressed in the discussions with the chain of command and coworkers. Investigating officers will treat all those they interview professionally and courteously and will limit their discussion to only those issues relating to the specific complaint.

(3) To prevent the plan from becoming an administrative burden, the plan need only consist of a one-page list (in bullet format) of actions to be accomplished. The commander shall annotate the names of the personnel addressed and initial and date the actions as they are completed. The commander shall provide a copy of the completed plan to the investigating officer and the EOA. The investigating officer will include the commander's plan to prevent reprisal as an exhibit in the investigative findings. The EOA will retain a copy of the commander's plan to prevent reprisal with the completed case file and use the plan to conduct follow-up assessment of the complaint.

E-5. Timeliness of action

Rapid resolution of EO complaints is in the best interest of both the complainant and the command. After receipt of the complaint, the commander to whom the complaint was given has 14 calendar days (or three weekend drill periods for Reserve components) in which to conduct an investigation, either personally or through appointment of an investigating officer. If the complaint was referred to the commander from an alternate agency, or if the commander refers the complaint to an alternate agency, the 14 calendar days begins from the date the complaint was referred. If, due to extenuating circumstances, it becomes impossible to conduct a complete investigation within the 14 calendar days allowed (or three MUTA 4 training drill periods for Reserve components), that commander may obtain an extension from the next higher commander for usually not more than 30 calendar days (or two MUTA 4 drill periods for Reserve components). After the initial 14-day suspense, all requests for extension must be requested in writing from the next higher echelon commander. Upon receipt of an extension, the commander must inform the complainant of the

extension, its duration, and the reasons for which it was requested. Any additional extensions must be approved in writing by the first general officer in the chain of command. Failure to adhere to prescribed timelines will result in automatic referral of the complaint to the next higher echelon commander for investigation and resolution.

E-6. Conduct of the investigation

a. Investigation. The purpose of any investigation of unlawful discrimination or sexual harassment is to determine to the maximum extent possible what actually occurred, to assess the validity of allegations made by the complainant, to advise the commander of any leadership or management concerns which might contribute to perceptions of unlawful discrimination and poor unit command climate, and to recommend appropriate corrective actions. The commanding officer is responsible for ensuring the investigation is complete, thorough, and unbiased.

b. Initial actions. The commander who acts as the appointing authority shall provide the investigating officer (IO) a copy of orders assigning him or her as the IO officer and the initiated DA Form 7279-R, which identifies the complainant and lists the allegations to be investigated. The IO shall review AR 15-6, Procedure for Investigating Officers and Boards of Officers, and AR 600-20, Army Command Policy, to review procedures applicable to the conduct of the investigation. Should the commander elect to investigate the allegations him or herself, the procedures for investigating officer apply to the commander.

c. Legal advice. The investigating officer will meet with the servicing Staff Judge Advocate or legal advisor to review how the conduct of the investigation should be conducted under AR 15-6 and AR 600-20. The discussion should include the specific requirements of both regulations, advice on how investigations are conducted, and advice on how to question an interviewee who is suspected of committing a violation of the UCMJ.

d. EOA assistance. The investigating officer (the commander or appointed investigating officer) will meet with the unit's Equal Opportunity Advisor prior to conducting the investigation. The EOA will assist the investigating officer in the development of questions to be addressed to the complainant, the alleged perpetrator, and any witnesses or third parties. The EOA's skills in complaint handling, conflict resolution, and training in the subtleties of discrimination and sexual harassment enable him or her to advise investigative officers in these complex areas. The EOA will ensure the focus of the investigation is placed squarely on assessing the validity of the allegations and avoids shifting the focus of the investigation against the complainant. The EOA will remain available to the investigating officer for consultation and assistance throughout the conduct of the investigation.

e. Conduct of interviews. The investigating officer must interview every individual who may have first-hand knowledge of the facts surrounding the validity of the allegations. The investigating officer must also interview everyone who can substantiate the relationship or corroborate the relationship between the complainant and the alleged perpetrator. The investigating officer must interview the person who initially received the formal complaint, the complainant(s), any named witnesses, and the alleged perpetrator. The investigating officer should normally interview the alleged perpetrator after interviewing other witnesses, so that he or she will have a complete understanding of the alleged incident. If needed prior to the conclusion of the investigation, the investigating officer should conduct a second interview of the complainant and the alleged perpetrator. The investigating officer may choose to re-interview certain witnesses for clarification of conflicting statements. Should unit policies or procedures be called into question as contributing factors to perceptions of unlawful discrimination or hostile environment, the investigating officer will interview responsible members of the chain of command. It may be advisable to interview coworkers of the complainant and the alleged perpetrator for knowledge they may have about the alleged incidents or the relationship that exists between the complainant and alleged perpetrator.

f. Identification of criminal act. If, when interviewing any soldier, including the alleged perpetrator, the investigating officer reasonably suspects that the individual has committed an offense in violation of the UCMJ, the investigating officer must advise the soldier of his/her rights under Article 31, UCMJ. Investigating officers should consult with their servicing judge advocate or legal advisor before giving Article 31 rights warnings, and should record the suspect's election on DA Form 3881 (Rights Warning Procedure/Waiver Certificate). If the soldier being questioned asks for a lawyer (i.e., asserts his or her right to counsel), questioning must stop immediately and the interview must be terminated. Questioning may resume only in the presence of a lawyer, if the soldier initiates further discussion or if the soldier has consulted with a lawyer and thereafter waives his/her rights pursuant to a proper rights advisement. Similarly, questioning of a soldier must stop immediately if a soldier indicates the desire to remain silent. Once this right is asserted, questioning may resume only if the soldier initiates further questioning or if after an appropriate interval, the soldier waives his or her rights pursuant to a proper rights advisement. (See Article 31, UCMJ; Military Rules of Evidence 304 and 305, Manual for Courts-Martial).

g. Supporting documents. The investigating officer should secure copies of any documents that might substantiate or refute the testimony of the complainant, alleged perpetrator, or named witnesses. These documents may include copies of unit and personnel records and the complainant's personal documents. The investigating officer will also procure a copy of the Commander's plan to prevent reprisal for inclusion in the final report of investigation.

h. Unit climate, policies and procedures. During the course of the investigation, the investigative officer should note concerns or observations of unit policy, procedures, and individual leadership or management techniques that may have a dysfunctional effect upon unit climate and foster discriminatory behavior and/or a hostile environment.

i. Investigative findings and recommendations. When the investigation is completed, the investigating officer should

review the evidence, determine if the investigation adequately addresses allegations, make factual findings about what occurred, and provide recommendations consistent with the findings.

j. EOA review. Prior to submission of the report to the appointing authority, the investigating officer and EOA will meet and review the report. The EOA will attach a memorandum documenting his/her review.

k. Investigative report. The following items are required enclosures to the report presented to the appointing authority-

- (1) Orders of appointment as investigating officer.
- (2) Copy of the DA Form 7279-R with attached continuation sheets.
- (3) Copy of the completed/initialed Commander's Plan to prevent reprisal.
- (4) List of questions developed with Equal Opportunity Advisor.
- (5) Statements/synopses of interviews with complainant(s), named witnesses, and alleged perpetrator(s) and relevant members of the chain(s) of command.
- (6) Copies of supporting documents.
- (7) Description/assessment of unit policies, procedures which may have contributed to perceptions of unlawful discrimination or sexual harassment within the unit.
- (8) Written approval of next higher echelon commander for any approved extensions.
- (9) Written explanation of extenuating circumstances that prevented the investigating officer from interviewing any named witnesses, complainants, or alleged perpetrators.
- (10) Written review by the Equal Opportunity Advisor.

E-7. Actions By The Appointing Authority (Commander) Upon Receipt Of The Report Of The Investigation

The appointing authority will submit the report of investigation to the servicing Staff or Command Judge Advocate for a determination of legal sufficiency. After the legal review is completed, the appointing authority will decide whether further investigation is necessary or whether to approve all or part of the findings and recommendations. If the appointing authority is senior to the alleged perpetrator's commander, the appointing authority may refer the matter to that unit commander for appropriate action(s), unless the appointing authority or a more senior commander has reserved authority to take action on Equal Opportunity matters.

a. Actions to resolve complaints. A complaint is resolved by action to restore benefits and privileges lost because of unlawful discrimination or sexual harassment. Punitive or administrative actions against an offender do not necessarily change offending behaviors or rectify the situation for the individual complainant or unit. Commanders will take corrective action to preclude recurrence of discriminatory or sexually harassing conduct and address any management deficiencies or other contributing factors that caused the allegations to be raised. Commanders will also look at the causes of why complainants raised unsubstantiated complaints. Actions taken (or to be taken) by the commander and the chain of command will be annotated on DA Form 7279-R, Part III. Specific actions taken against the perpetrator will not be annotated on the form. This information will be discussed with the complainant. The commander and/or EOA will also inform the complainant and the subject(s) of the complaint of his/her right to appeal and make them aware of timelines and procedures to file that appeal. The complainant and subject(s) will sign and date the DA Form 7279-R to acknowledge receiving this information. This acknowledgment does not necessarily signify the complainant's agreement with the findings or actions taken to resolve the complaint.

(1) Actions upon substantiated complaint(s). A substantiated EO discrimination or sexual harassment complaint is a complaint that, after the completion of an inquiry or investigation, provides evidence to indicate that the complainant was more likely than not treated differently because of his or her race, color, national origin, gender, or religious affiliation. The standard of proof is a "preponderance of the evidence" standard. This means that the findings of the investigation must be supported by a greater weight of evidence than supports a contrary conclusion, or-in other words-evidence which, after considering everything that is presented, points to one particular conclusion as being more credible and probable than any other conclusion. The "weight of the evidence" is not determined by the number of witnesses or volume of exhibits, but by considering all the evidence and evaluating such factors as the witness's demeanor, opportunity for knowledge, information possessed, ability to recall and relate events, and other indications of veracity. When an allegation of discrimination is substantiated, that finding is annotated on the DA Form 7279-R, Part II. The commander must decide what corrective action to take. Corrective action may be administrative or punitive.

(a) Administrative action. Offenders will, as a minimum, undergo counseling by a member of the chain of command, presumably their company-level commander. Commanders have the full range of administrative actions available to them to deal with offenders of Army policy on equal opportunity (including the prevention/eradication of sexual harassment), to include discharge from the Service, bar to reenlistment, adverse performance evaluations and/or specific comments concerning non-support of EO/EEO programs on evaluation reports, relief for cause, administrative reduction, admonition, reprimand, administrative withholding of privileges, and rehabilitative transfer to another unit. Commanders should determine whether the victim desires to be transferred to another unit, but should not subject the

complainant to “ double victimization” by requiring that he or she be transferred to another unit while leaving the offender in the unit.

(b) UCMJ. Violators of Army policies on equal opportunity and the prevention/eradication of sexual harassment, whose conduct violates a punitive article of the UCMJ, may be charged and prosecuted. Nonjudicial punishments (e.g., Article 15) will be posted in the unit area in accordance with AR 27-10. Courts-Martial convictions may be published in installation newspapers and/or posted in the unit area where deemed appropriate.

(2) Actions upon an unsubstantiated complaint. An unsubstantiated complaint is one for which the preponderance of evidence (i.e., the greater weight of evidence) does not support and verify that the alleged unlawful discrimination or sexual harassment occurred. In this situation, the commander should determine whether the allegations, though unsubstantiated, might be indicative of problems in the unit, which require resolution through EO initiatives or other leadership actions. Should the complaint be found unsubstantiated, the commander will notify the complainant in writing (DA Form 7279-R, Part II) and, consistent with the limitations of the Privacy Act and the Freedom of Information Act (FOIA), provide the complainant with a copy of the results of the investigation. The complainant will sign and date the DA Form 7279-R to acknowledge receiving this information. This acknowledgment does not necessarily signify the complainant’s agreement with the actions taken.

(3) Avoid victim focus. Actions to resolve complaints should focus on changing inappropriate behavior of offending personnel and avoid targeting the complainant. The complainant’s job and status should not be affected unless he or she requests such a remedy, and the chain of command will do so only after weighing the impact on readiness.

b. Feedback. The commander shall provide periodic feedback, throughout the process, to the complainant and the alleged perpetrator on the status of the investigation.

(1) The commander shall provide written feedback to the complainant not later than the 14th calendar day (by the end of the third MUTA 4 period for Reserve components) after receiving the complaint and then provide updates every 14 calendar days (three MUTA 4 drill periods) until final resolution. Written feedback should incorporate any verbal updates provided to the complainant. Written feedback will be as complete as possible consistent with limitations of the Privacy Act and the FOIA. Whenever possible, the commander should meet with the complainant to discuss the status of the investigation to include findings and actions to resolve the issue. Oral feedback should be consistent with the limitations of the Privacy Act and the FOIA.

(2) Commanders shall also provide written feedback to the alleged perpetrator on the outcome of the investigation and subsequent actions to be taken by the chain of command. The chain of command is advised to use discretion in limiting feedback to personnel involved. This feedback should also be consistent with the limitations of the Privacy Act and the FOIA.

E-8. Appeals process

If the complainant perceives the investigation failed to reveal all relevant facts to substantiate the allegations, or that the actions taken by the command on his or her behalf were insufficient to resolve the complaint, the complainant has the right to appeal to the next higher commander in his or her chain of command. The complainant may not appeal the action taken against the perpetrator, if any is taken. If subject(s) of the complaint perceive the investigation has failed to reveal all relevant facts to prove his or her innocence, he or she has the right to appeal to the next higher commander in his or her chain of command. Geographically remote units, field operating agencies, and various other organizations (including tenant units on the installation) shall promulgate Memoranda of Understanding or Installation Standing Support Agreements between the installation (supporting) commander and their units. These documents will serve to provide the necessary guidance to unit personnel for the courses of action to be taken with appeals. EO appeals that may potentially leave the Army chain of command must be forwarded to HQDA, ODCS, G-1, Attention: DAPE-HR-L for resolution.

a. The appeal must be presented within 7 calendar days (at the next MUTA 4 drill period for Reserve components) following notification of the results of investigation and acknowledgment of the actions of the command to resolve the complaint. The complainant must provide a brief statement that identifies the basis of the appeal. This will be done in writing on the DA Form 7279-R, Part IV, and the complaint form will be returned to the commander in the chain of command who either conducted the investigation or appointed the investigating officer.

b. Once the appeal is initiated by the complainant, the commander has three calendar days (or one MUTA 4 drill period for Reserve components) to refer the appeal to the next higher unit commander (or installation commander for those tenant units with Memoranda of Understanding that designate an appellate authority).

c. The commander to which the appeal is made has 14 calendar days (or three MUTA 4 periods for Reserve components) to review the case and act on the appeal (i.e. approve it, deny it, or conduct an additional investigation). Not later than the 14th calendar day following receipt of the appeal (or appropriate RC timelines), this commander shall provide written feedback, consistent with Privacy Act and FOIA limitations, to the complainant on the results of the appeal. This process applies equally to subsequent appeals submitted through the chain of command.

E-9. Final Resolution Upon Appeal

Complaints that are not resolved at brigade level may be appealed to the General Courts-Martial Convening Authority.

The only exception to this is where organizations have Memorandums of Understanding or Support that delegate Uniform Code of Military Justice authority to a local commander. Decisions at this level are final.

E-10. Follow-up assessment

The Equal Opportunity Advisor (EOA) will conduct a follow-up assessment of all formal equal opportunity and sexual harassment complaints, both for substantiated and unsubstantiated complaints, 30 to 45 calendar days (four to six MUTA 4 drill periods for Reserve components) following the final decision rendered on the complaint. The purpose of the assessment is to measure the effectiveness of the actions taken and to detect and deter any acts or threats of reprisal. The EOA will also assess the complainant's satisfaction with the procedures followed in the complaint process to include timeliness, staff responsiveness and helpfulness, and resolution of the complaint. The findings of this assessment will be annotated on DA Form 7279-1-R (Equal Opportunity Complaint Resolution Assessment) and maintained by the EOA. The EOA shall present findings and recommendations to the commander for further consideration/action within 15 calendar days (second MUTA 4 drill period for Reserve components). After the commander reviews the EOA findings and recommendation, the assessment is attached to the original complaint and maintained with the rest of the file. DA Form 7279-1-R will be locally reproduced on 8 1/2 by 11-inch paper. A copy for reproduction purposes is located at the back of the regulation. DA Form 7279-1-R will also be available on the USAPA web site and the Army Electronic Library (AEL) CD-ROM.

E-11. Documentation/reporting of formal complaints

a. After the complainant's case is closed, the entire complaint packet will be filed by the EOA who is the first in the complainant's chain of command.

b. The EOA retains the complaint file. Complaints will be retained on file for 2 years from the date of the final decision on the case, using Army Management and Record Keeping System (MARKS).

c. In addition to the completed DA Forms 7279-R and 7279-1-R, the EOA will retain the following information (using the memorandum for record format) for each case:

- (1) The name, rank, and organization of the individual who conducted the inquiry/investigation;
- (2) Complete report of investigation to include written review by EOA and servicing Staff Judge Advocate; and,
- (3) The status or results of any judicial action, nonjudicial punishment, or other action taken to resolve the case.

d. Numbers of formal EO and sexual harassment complaints received in units will be reported to and then consolidated by MACOMs. MACOMs will submit a quarterly narrative and statistical report to HQDA, ODCS, G-1, ATTN: DAPE-HR-L, 300 Army Pentagon, Washington, DC 20310-0300.

E-12. Actions Against Soldiers Submitting False Complaints

Soldiers who knowingly submit a false equal opportunity complaint (a complaint containing information or allegations that the complainant knew to be false) may be punished under the UCMJ.

E-13. Complaint procedures for reservists serving in the Individual Ready Reserve Or those reservists not assigned to a unit

a. Complaint filed during active duty tour. Complaint procedures will remain the same as for active duty personnel. Active and reserve Army commanders, upon receiving a complaint from members of the Individual Ready Reserve (IRR) or IMA, from soldiers performing active duty for special work or temporary tour of active duty, or from any reservist who is not a member of a troop program unit, will make every attempt to resolve the complaint prior to the completion of the soldier's active duty tour.

(1) Timelines. Should the complaint be filed but not resolved prior to the soldier's release from active duty (REFRAD), the timelines will be modified. The active or reserve component commander will have 30 calendar days from the filing of the complaint to notify the complainant of the results of the investigation/actions taken to resolve the complaint.

(2) Appeals. The complainant and subject(s) of the complaint will have 30 calendar days from notification of the results of the investigation to file an appeal. Appeals filed more than 30 calendar days after notification must be accompanied by a written explanation of the reasons for delay. The commander has the discretion to consider an appeal based on its merits.

(3) Final decision. Notification of the commander's final decision will be provided to the complainant and subject(s) of the complaint with information copies to the next higher headquarters and Army Reserve Personnel Command (AR-PERSCOM) within 30 calendar days of the receipt of the appeal.

b. Complaint filed subsequent to REFRAD. In the event the complaint is filed after the active duty tour has ended, the complainant will file a sworn complaint on DA Form 7279-R (Part I through item 9a) to the AR-PERSCOM EOA. (Soldiers may contact the AR-PERSCOM EO office for this form at Commander, AR-PERSCOM, ATTN: ARPC-ZEQ, 9700 Page Boulevard, St. Louis, MO 63132-5200.) Upon the receipt of DA Form 7279-R, AR-PERSCOM will forward the complaint to the appropriate commander of the subject(s) of the complaint active duty unit for investigation.

(1) Timelines. That commander will have 30 calendar days from date of receipt of the complaint to conduct an investigation and to provide feedback to the complainant. (Extensions, not to exceed an additional 45 calendar days, may be granted by higher echelon commander.)

(2) Appeals. Complainants and subject(s) of the complaint will have 30 calendar days from notification of the results of investigation/to appeal/decline appeal. Appeals filed more than 30 calendar days after notification must be accompanied by a written explanation of the reasons for delay. The commander has the discretion to consider an appeal based on its merits.

(3) Final notification. Within 30 calendar days of receipt of appeal, the commander will provide notification of final decision to the complainant and subject(s) of the complaint, next higher headquarters, and AR-PERSCOM.

E-14. Complaint procedures for Army National Guard soldiers called to active duty

While on active duty, to include active duty training, Active Guard/Reserve (AGR) under Title 10, USC, and Active Duty Special Work (ADSW) under Title 10, USC, Army National Guard soldiers will follow the complaint procedure outlined in this regulation. When not on active duty under Title 10, USC, National Guard Soldiers will follow the complaints procedures outlined in NGR (AR) 600-22, National Guard Military Discrimination Complaint System.

a. Complaints filed during active duty tour. Complaint procedures will remain the same as for active duty personnel. Commanders receiving a complaint from Army National Guard soldiers on active duty will make every attempt to resolve the complaint prior to the completion of the soldier's active duty tour.

(1) Timelines. When an Army National Guard unit is to be released from active duty and the commander of that unit has an unresolved complaint against a member or facility of the active duty component, the commander will turn over the complaint for processing to the first active component commander in the chain of command. Should a complaint be filed but not resolved prior to the soldier's completion of active duty or the release of the National Guard unit from active duty, the timelines will be modified. The active component commander will have 30 calendar days from the filing of the complaint to notify the complainant and subject(s) of the complaint of the results of the investigation. Should the complaint be filed against a member of the Army National Guard unit and the Army National Guard unit is released from active duty prior to resolution, the complaint will be processed filed according to NGR (AR) 600-22.

(2) Appeals. The complainant and subject(s) of the complaint will have 30 calendar days from receipt of the notification of the results of the investigation to file an appeal. Appeals filed more than 30 calendar days after notification must be accompanied by a written explanation of the reasons for delay. The commander has the discretion to consider an appeal based on its merits.

(3) Final decision. Written notification of the final decision will be made to the complainant and subject(s) of the complaint with information copies to the next higher headquarters, the Adjutant General of the complainant's state, and the Army National Guard Bureau Complaints Management and Support Activity (NGB CMSA) within 30 calendar days of receipt of the appeal.

b. Complaints filed after release from active duty. An Army National Guard soldier may file a complaint with the State Equal Employment Manager (SEEM) based upon unlawful discrimination that occurred while the soldier was on active duty. The complaint must be filed within 180 calendar days of the date of the alleged unlawful discrimination or of the time that the soldier knew or reasonably should have known of the unlawful discrimination. The complainant must file a sworn statement on DA Form 7279-R, Part I. Upon the receipt of DA Form 7279-R, the SEEM will forward the complaint to the appropriate active component commander for processing with a copy to NGB CMSA.

(1) Timelines. The active component commander will have 30 calendar days from the receipt of the complaint to conduct an investigation and to provide feedback to the complainant. (Extensions, not to exceed an additional 45 calendar days, may be granted by higher echelon commander.)

(2) Appeals. The complainant and subject(s) of the complaint will have 30 calendar days from receipt of the notification of the results of the investigation to file an appeal. Appeals filed more than 30 calendar days after notification must be accompanied by a written explanation of the reasons for delay. The commander has the discretion to consider an appeal based on its merits.

(3) Final decision. Notification of the final decision will be provided to the complainant and subject(s) of the complaint with information copies to the next higher headquarters, the Adjutant General of the complainant's state, and NGB CMSA within 30 calendar days of the receipt of the appeal.

Appendix F Command Climate Survey

F-1. Requirement

Company commanders (company-level equivalents) will administer the Command Climate Survey as follows: (1) within 90 days (Active Army) or 180 days (Army National Guard, U.S. Army Reserve) of assuming command and (2)

This page intentionally left blank

Student Handout 3

This student handout contains 22 pages of extracted material from TSP 121-A-8010, Enforce Compliance with the Army's Equal Opportunity and Sexual Harassment Policies, dated Jul 97.

Title/Synopsis	Pages
TSP 121-A-8010, Enforce Compliance with the Army's Equal Opportunity and Sexual Harassment Program	SH-3-2 thru SH-3-23

Disclaimer: The training developer downloaded this extract from the General Reimer Training and Doctrine Digital library. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER COSTS.

This page intentionally left blank

**From TSP 121-A-8010, pages 8 and 9, paragraphs
c and d (this handout does not include NOTES contained in TSP 121-A-8010)**

c. EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY. Civilian government employees (DA civilians) have the same EO protection as do military personnel. In addition to race, color, religion, gender, or national origin, DA civilians are also protected from discrimination based on disability and age. The EEO compliant process, timelines, and other actions, while similar, are processed through the EEO Office. Assistance and guidance for supervisors is available from EEO counselors for resolving complaints or other EO related actions. As leaders, you must always remember that it is just as important to act on EO problems from civilian employees and you would from military members.

d. EO PROGRAM COMPONENTS. The Army's EO Program strives to ensure fair treatment of all based solely on merit, fitness, and capability, which supports readiness. EO is a responsibility of leadership and a function of command. Essential to having a successful EO program a combination of elements must be in place. These elements include a strong commitment by leaders to support the program, sequential and progressive training at all levels, an effective and responsive complaint system, affirmative action plans, feed back mechanisms and Equal Opportunity Advisors.

(1) Leader Commitment. As a leader in today's Army, you are obligated to consistently demonstrate your support and commitment for the Army's EO Program. Leaders are the individuals responsible for ensuring a clearly stated policy on equal opportunity and sexual harassment is known by all individuals. Leaders must also ensure the use of prompt and even handed enforcement for discrimination or sexual harassment violations. The commander's personal policy statement should be presented during initial orientation for all incoming soldiers and be available for review at a convenient location within the unit.

(2) Sequential and Progressive Training. Training is the primary method used to teach soldiers and civilians new skills and prevent inappropriate behavior. Through training and education, the Army seeks to influence and promote an environment that treats everyone with dignity and respect. Training is also the Army's method for improving communications and awareness that is vital to team building and unit cohesion. The Army wants to ensure that soldiers and DA civilians understand not only the consequences of their actions but also feel assured of command intervention to correct EO problems.

(3) Effective and Responsive Complaint Process. A key component of the Army's EO Program is an effective and responsive complaint system. The Army has established a comprehensive complaint system for military personnel. The Army wants to ensure that every soldier and DA Civilian has a readily available system for submitting their grievances without intimidation or threat of reprisal. You will receive additional instruction on the Army's complaint procedures during this period of instruction.

(4) Affirmative Action Plan. Affirmative Action Plans (AAP) are planned, achievable steps that are designed to prevent, identify, and eliminate unlawful discriminatory treatment of soldiers. These plans also assist in monitoring the progress of meeting the goals of equal opportunity.

(5) Feedback Mechanisms. The Army has various methods of obtaining feedback on how well the EO program is working. These methods include tracking the number of complaints, sensing sessions with soldiers, EO surveys and climate assessments. All of these provide feedback to the chain of command and other senior leaders on the effectiveness of the Army's EO programs and policies.

(6) Equal Opportunity Advisors. Another key component of the Army's EO program is the Equal Opportunity Advisor (EOA). Every unit in the Army from brigade level to major commands is required to have an EOA. The EOA is the individual who receives special training in the area of equal opportunity. Their primary responsibility includes receiving and assisting in processing individual complaints of unlawful discrimination or sexual harassment; assisting commanders in assessing, planning,

implementing, and evaluating EO action plans; and understanding and articulating Army policy concerning equal opportunity.

From TSP 121-A-8010, pages 9 and 10, paragraph titled RELATED LEADERSHIP ELEMENTS and paragraphs a thru h (this handout does not include NOTES contained in TSP 121-A-8010)

RELATED LEADERSHIP ELEMENTS. In addition to the program components there are five leadership elements that have special significance to Army leaders.

a. Military Discipline and Conduct. Military discipline is founded on the principles of self-discipline, the professional Army ethics and supporting individual values. You demonstrate your commitment to these values in your leadership, by exhibiting fairness and equity for all soldiers and DA civilians regardless of race, ethnic origin, gender, or religion.

b. Issues of Appropriate Behavior. Members of the military services are subject to a different set of behavioral standards than their civilian counterparts. Within the civilian work environment, the pursuit of a romantic relationship may not receive the same level of scrutiny as it would for those in uniform. When such attractions exist between soldiers of unequal rank and position, you, as leaders, must assess if it is appropriate as it relates to senior subordinate relationships.

c. During your military or civilian career, you will receive training on Army policy regarding senior-subordinate relationships, fraternization, standards of conduct, and the Army ethic. The appropriateness of your conduct, with regard to EO and sexual harassment, will always be under close scrutiny, not only by your leaders but also by those you lead.

d. Extremist Organizations: As leaders in today's Army, you have additional challenges to deal with than existed a few years before. You must not only reject participation in any organizations that may espouse extremist views, you must also be alert to signs and signals from your soldiers that might warn you to their personal involvement in such organizations. You must thoroughly understand Para 4-12 of Chapter 4 in AR 600-20. Definition of "extremism": Advocating the supremacy of one race over another; creating or engaging in illegal discrimination based on race, color, gender, religion, or national origin; advocating use of or using force or violence, or unlawful means or laws of the United States or of any state; advocating or seeking to overthrow the government of the United States or any state by unlawful means. Military personnel must reject participation in organizations or activities that advocate any of the activities detailed in Para 4-12 b. of Student Handout # 9. The commander has considerable authority to prohibit a soldier's involvement or participation in extremist organizations.

e. Army Language Policy. All soldiers are required to have sufficient proficiency in English to enlist and must maintain or improve that proficiency to perform their military duties. We are all required to speak English on duty when doing so is clearly necessary to perform military functions, promote safety, or other legitimate reasons to accomplish the mission. Speaking a language other than English on the job is in no way totally prohibited. Leaders should not require soldiers to speak English for personal communications that are unrelated to the mission. Your sound judgment in such situations and an ability to communicate policy and rationale clearly will promote a healthy EO climate in your unit and ensure that operational communications are understood by everyone.

f. Accommodating Religious Practices. The Army places a high value on the rights of soldiers to observe and practice their respective religions. Therefore, the Army's policy is to grant requests for accommodation of religious practices when they have no adverse impact on readiness. However, as you know, such accommodations cannot be guaranteed and must be considered on a case-by-case basis.

g. Requests for religious accommodation apply to four general areas: worship, dietary practices, medical practices, and religious dress and appearance. Although such requests are approved or denied by the commander, your challenge as a leader is to assist the commander in finding ways to grant

accommodation while maintaining a sense of balance and equity and not arousing perceptions of preferential treatment or discrimination based on religion.

h. Women in the Army. As a result of the new Secretary of Defense policy on the assignment of women, as of 1 October 1994, ninety-one percent of all Army career fields and 67 percent of all Army positions became open to women. Women are now authorized in 87 percent of the enlisted military occupational specialties, 97 percent of the warrant office specialties, and 97 percent of the officer specialties.

From TSP 121-A-8010, pages 11 thru 14, paragraph titled LEAD-IN and paragraphs 1 thru 5 (this handout does not include NOTES contained in TSP 121-A-8010)

LEAD-IN: As Army leaders, you are responsible not only for establishing acceptable standards of behavior within your areas of responsibility, but you are also responsible for monitoring constantly to ensure that your standards are being maintained. You cannot simply post a policy, or say that soldiers will or will not act or behave in certain ways. You must constantly be alert and aware of what is happening. To this end the Army's EO program calls upon you, as leaders, to perform certain duties and responsibilities in support of the Army EO Program. To make the program effective, you and other unit leaders must take a positive, proactive approach in carrying out your EO duties and responsibilities. This requires that you know and understand your EO role as it relates to those of the commander and other members of the chain of command.

1. UNIT CHAIN OF COMMAND. The unit chain of command is designed to assist the commander in achieving primary goals and objectives to successfully accomplish the unit's assigned mission. The command channel extends both upward and downward for transmittal of orders and other official communications between senior and subordinate personnel. Equal opportunity is an integral part of unit leadership and therefore is a responsibility of the chain of command.

a. Your commander is ultimately responsible for everything the command does or fails to do. However to be effective, commanders must subdivide responsibility and authority to subordinate leaders and staff members. This ensures a proper degree of EO responsibility with each member of the chain of command. It is critical to the Army's EO Program, that unit commanders train subordinate leaders on the importance and function of this relationship.

b. The proper use of the chain of command with regard to EO matters is vital to the overall effectiveness of the program. Soldiers must be aware of its existence and proper functioning within the unit. The relationship between the chain of command and soldiers must be a reciprocal commitment. You must help ensure that effective communications and trust are important cornerstones in this relationship. The chain of command is expected to resolve EO problems or complaints. Therefore, soldiers are also expected to use the chain of command when communicating their issues and concerns about unit EO matters. You have the responsibility to ensure through the chain of command that the commander is aware of problems which can affect discipline, morale and unit readiness.

2. NCO SUPPORT CHANNEL. The NCO support channel parallels and complements the unit chain of command. The NCO support channel represents a line of communication and supervision from the battalion command sergeant major (CSM) to the unit first sergeant (1SG) and then to other NCOs and enlisted personnel of the unit. The scope of responsibility and authority to accomplish assigned tasks are defined by your commander. The support and commitment of the NCO support channel is essential for implementing and maintaining a viable EO program.

3. The role and responsibilities of the unit leadership, whether it is enlisted or officer, is to assist the chain of command in meeting Army EO program objectives and should as a minimum accomplish the following:

- a. Transmit and instill the value and importance of professional Army ethics.
- b. Plan, supervise, and manage day-to-day activities necessary for unit operations.
- c. Train soldiers on EO policies and regulations, to include behaviors that communicates dignity and respect and the unit's EO complaint procedure.
- d. Assist soldiers and their family members in resolving EO issues and complaints of sexual harassment.
- e. Teach soldiers the history of the Army, a national leader in EO, to include military customs, courtesies, and traditions.
- f. Teach soldiers about the mission of the unit and develop individual and team training programs to support the mission.
- g. Administer and monitor NCO professional development programs, ensuring EO is an integral part of the NCO duty and responsibility.
- h. Monitor and evaluate soldiers' performance, unit morale, and discipline. Report EO deficiencies and problems to the chain of command.
- i. Assist the chain of command in identifying and resolving EO issues within the unit.
- j. Provide individual counseling, on-the-spot correction, and team training to correct inappropriate behaviors or violations to EO policies.

4. Equal Opportunity Representative (EOR). EORs assist commanders at battalion-level and below in carrying out the EO program within their units. An EOR is tasked to perform EO duties as a part-time or secondary responsibility. In addition the unit EOR assumes a special relationship with the chain of command and the leadership channels. Soldiers who are appointed as unit EORs receive training on a variety of EO subjects and can advise and assist unit leaders in carrying out their EO responsibilities. The EOR's EO duties and responsibilities include the following:

- a. Recognize the detractors from healthy EO climate
- b. Assist in conducting unit climate assessments
- c. Assist unit leaders in conducting EO training
- d. Liaison with other EORs and command/installation EOAs
- e. Assist in planning and conducting ethnic observances
- f. Serve as an EO resource person

5. Equal Opportunity Advisor (EOA). Equal Opportunity Advisors are assigned as full-time EO duty positions at brigade or higher echelons. They are trained to assist their commanders in developing their EO programs and assessing program effectiveness. In addition they may be called upon to assist unit commanders in identifying and resolving EO problems and developing appropriate training.

Commanders who require EOA support, but do not have a full-time EOA available through their command, may request EO support from the nearest installation commander through an Installation Support Agreement. The actual duties of an EOA and the relative emphasis on each duty varies according to type of unit, level of command, unit composition, location, and commander's guidance. Some of these duties will include the following:

- a. Assess indicators of discrimination
- b. Recognize overt and subtle forms of sexual harassment
- c. Collect and interpret demographic data
- d. Assist in evaluating effectiveness of EO training
- e. Process individual EO complaints
- f. Conduct inquiries IAW commander's guidance
- g. Assist in planning and conducting ethnic observances
- h. Conduct unit command climate assessments
- i. Assist commander in resolving command EO issues and concerns.

From TSP 121-A-8010, pages 16 thru 19, paragraphs a thru e (this handout does not include NOTES contained in TSP 121-A-8010)

a. **EO VIOLATIONS.** These are the four basic concepts that define behaviors or actions which violate the Army's EO policies.

b. **RACISM.** Racism is defined as any attitude or action by an individual, group, or institution to subordinate another person or group because of skin color or other physical traits associated with a particular group. As a leader, just being aware of a soldier's race or color, even for decisions about behaviors or other perceptual qualities, is not in and of itself racist. Your behavior is racist when your reaction to such distinctions is to dominate or subordinate an individual or group on the basis of their race, skin color, or other physical traits. There are more than one type of racism.

(1) Personal or Individual Racism. Personal or individual racism refers to a person's prejudicial belief and discriminatory behavior against certain groups because of their race or skin color. Personal or individual racism is motivated by a belief or assumption of superiority or inferiority based on skin color or some other physical trait associated with race. Generally, minorities, who lack power and institutional support, cannot practice racism. They can, however, act out racist behaviors. As leaders, whether military or civilian, your superiority over your subordinates is derived solely from your rank and position, not your race or other physical characteristics.

(2) Institutional Racism. Institutional racism refers to the policies of schools, businesses, law enforcement agencies, and other community and governmental activities that restrict the opportunities of certain groups because of race or skin color. Unlike personal racism, institutional racism does not have to be a deliberate or intentional practice on the part of the institution. The mere fact that certain groups are victims of unequal treatment due to their race or skin color is sufficient to classify an institution as practicing a form of racism. Another aspect or way of viewing institutional racism is that the institution assumes no responsibility or blame for its actions or impact on others. Examples of typical reactions or attempts to justify such actions are "These are the rules" or "I was just following orders".

c. **SEXISM.** Sexism has many similarities to racism. However, it is based on an attitude of superiority or inferiority because of gender differences. Sexism is defined as an attitude, behavior, or conditioning that

fosters stereotypes of social roles based on sex or gender. Another aspect of sexism is the individual or group belief that the differences between genders allow members of one gender rights and privileges that are not extended to the other gender. A leader of either gender can be sexist. However, the greatest number of complaints about sexist behaviors come from women. One of the reasons that sexism is so prevalent within American society is the socialization process. This may also explain why sexual harassment, a by-product of sexism, is so prevalent in our society and so difficult to eliminate. As with racism, it is difficult for women, who lack power and institutional support, to practice sexism. Women leaders, however, just as men, can demonstrate sexist or pro-sexist behaviors. Some types of sexist behavior include:

(1) Ignoring women or women's issues. The failure to acknowledge contributions made by women in the organizational discussion of a business or duty performance issue. Other issues may typically include privacy in separate latrine facilities or special medical requirements.

(2) Exclusionary language. Exclusive use of the pronouns "he" and "his", or the word "guys". The habitual use of such expressions as "this man's Army".

(3) Speaking for women. This is typically a tendency for a male to interject an answer to a question directed at a female, denying the female the opportunity to answer for herself.

(4) Paternalism. This involves the assumption of a role as the "father figure" to a female. A "daddy knows best" attitude. The male attempts to take charge of the female in a fatherly way that is not in keeping with the work environment or any legitimate work relationship between the man and the woman, in the belief that women are the weaker sex, deserving man's care and protection.

d. PREJUDICE. Prejudice is a negative attitude or feeling toward certain groups based upon faulty and inflexible generalizations. A leader is prejudice if he or she holds an unfavorable opinion or feeling formed beforehand without knowledge, thought, or reason. As a leader, you should be on guard against any preconceived opinion or feeling which is favorable or unfavorable toward certain groups. You must also be prepared to combat the existence of such preconceptions among those you lead. Prejudice is a major component of personal racism or sexism which is an over generalization of facts and erroneous beliefs. Prejudice is first developed and manifested with two components: the attitude or thinking component and the emotional or feeling component. Attitudes of superiority and stereotypes are formed at the thinking level by people who believe they are better because of their race or gender. Emotions such as fear, hate, or anxiety caused by close association with other racial or ethnic groups are strong by-products of prejudice at an emotional or feeling level.

e. Prejudice Behaviors. Another component of prejudice is the behavior associated with acting out the prejudice. As a leader, you must be careful not to act out your prejudices by discriminating against any group or its individual members. The more intense your prejudice is, the more likely your leadership will, either consciously or unconsciously, be affected by it. The behaviors that you, as leaders, or your soldiers may exhibit in acting out prejudices translate into five basic levels of action:

(1) Disparaging Terms. People who are prejudice might act out their feelings in a variety of ways. The first and most common form of prejudicial behavior is using degrading terms or words to describe members of a different gender or racial group. This behavior can be shown in a number of ways such as using phrases of color ("Male, white, and 21" or "barefoot and pregnant"), testimonials ("Some of my best friends are..."), and stereotype language ("We jewed him down"). Ethnic and sexist jokes are the most common and continue to get a lot of attention in the entertainment media. Another common behavior is the use of negative ethnic or gender characteristics as metaphors. Examples of these are: "This whole operation looked like a Chinese fire drill." "The detail was a Mexican showdown." "The 1SG is an Indian giver.", or "The defending force in this exercise didn't have a Chinaman's chance."

(2) Avoidance. Another behavior soldiers may exhibit as a result of personal prejudice is the use of avoidance. If the feelings and emotions associated with the prejudice are intense, a leader may feel compelled to avoid contact with the disliked group. A soldier who is prejudiced may not wish to inflict

harm upon members of the disliked group but simply withdraw entirely from them. The need to avoid a specific group can come at a high cost in personal inconvenience and professional ineffectiveness.

(3) Discrimination. A third method of acting out prejudicial behaviors is discrimination. Prejudiced leaders may make personal distinctions in their treatment of a specific racial or gender group. They often actively strive to exclude or deny opportunities or fair treatment to soldiers and civilians in the disliked group that they offer to more favored groups.

(4) Physical Attacks. A fourth type of behavior in acting out prejudice is to engage in physical attacks. Under conditions of heightened emotions, prejudice may lead to acts of direct or indirect violence. Direct violence is the actual assault on a person or group, while indirect violence is focused more at the property or institutions of the disliked group. An example of such behavior would be the race riots that occurred on many installations in the late 1960s. While such violence was once commonplace in the military, an improved EO climate along with a system of training and education has rendered such incidents almost nonexistent. Physical attacks constitute assault and, as such, are violations of the UCMJ which are addressed in Handout # 4.

(5) Extermination or Genocide. The final and most extreme form of prejudicial behavior is extermination or genocide. This is the ultimate degree of violent expression because of prejudice. Acts such as lynching, massacres, holocaust, ethnic cleansing, and terrorism are some of the methods used, from a historic perspective, that define types of group extermination based on prejudice. Activities such as these are not usually performed on an individual or personal level. However, as demonstrated by a number of world conflicts, when enough political and cultural pressure is applied to military leaders and they acquire enough power to exercise their perceived ethnic superiority, then genocide is a real possibility.

From TSP 121-A-8010, pages 19 thru 22, paragraphs a thru f (this handout does not include NOTES contained in TSP 121-A-8010)

a. DISCRIMINATION. Discrimination can be defined as "the actions or practices carried out by members of dominant groups, or their representatives, which have a differential and harmful impact on members of subordinate groups." As discussed during the previous learning activity, discrimination is one way individuals "act out" their prejudices. Since prejudice is a mind-set or attitude, it has been suggested by some experts that our most successful strategy might be to prevent the prejudice from being acted on or exhibited in discrimination rather than trying to mount a direct attack on prejudice. Discrimination can be broken down into two types.

(1) Discrimination and Power. You, as a leader, must be especially sensitive to and understand the direct link between discrimination and power. Without power, discrimination is ineffective; with power, prejudiced individuals can discriminate and maintain the dominance of one individual or group over another. We use the term power in this context to describe the expenditure of energy to control or influence others, or to control resources, to get things done. An Army leader is given power to make decisions or rules which can effectively discriminate and define who belongs and does not. Without power, discrimination is relatively passive. With power, unlawful discrimination is an unethical violation of the Army's policy because it denies fair treatment or any chance for equal opportunity.

(2) Personal Discrimination. Personal discrimination is the action taken by an individual to deprive a person of a right because of race, color, religion, national origin, sex, or age. Of special concern to you, the leader, is that these actions may be open or hidden, direct or indirect, intentional or unintentional. Such discrimination might involve arbitrary decisions concerning personnel actions, awards, disciplinary actions, or punishments. In your role as a leader, you may find it necessary to take actions which others may perceive as discriminatory. You have the authority to use people effectively to get things done. You may have to assign PVT Sue Blue to clerical work and SPC Jim Slim to a cleanup detail. Although your decision may be based on training, their specific skills, or past performance, both individuals could perceive this as discrimination. As the leader, you may be called upon to show that you

had a legitimate reason for your decision and that your purpose was simply to make the most effective use of your personnel.

b. **INSTITUTIONAL DISCRIMINATION.** Discrimination can occur on a personal level or it may exist embedded in an institution. As discussed earlier, prejudiced leaders practice discrimination by making personal distinctions in their treatment of other individuals or groups. When whole organizations or societies practice this behavior, it is called institutional discrimination. Within the military, institutional discrimination could be defined as any systemic or functional practices that discriminate or manifest unequal treatment because of race, color, national origin, religion, or gender. Unlike other forms of discrimination discussed earlier, institutional discrimination is multifaceted and more complex. Institutional discrimination, in most cases, is systemic because the institution's practices are legal and/or supported by the society.

(1) Just as with institutional racism, it is irrelevant whether the actions of the institution were intentional or not. What matters is the disparate treatment or impact suffered by members of subordinate groups.

(2) **Direct Institutional Discrimination.** There are two basic types of institutional discrimination: Direct and Indirect. Direct institutional discrimination refers to socially prescribed actions which, by intention, have a differential and adverse impact on members of subordinate groups. In most instances, direct institutional discrimination is shaped by formal laws or informal rules that are imbedded in the routine operations or functions of the institution. Today, such discrimination might be more prevalent in recruiting and hiring practices that are linked to traditional gender roles.

(3) **Indirect Institutional Discrimination.** Indirect institutional discrimination refers to institutional practices that have a negative or differential impact even though the policies or regulations guiding those actions were established with no intent to do harm. What is confusing and difficult to understand is that these policies and regulations, which appear to be written in neutral language, would produce unfair practices. As leaders, you have a responsibility to help the Army identify such activities you may discover within your area of responsibility.

c. **Side-Effect Discrimination.** Side-effect discrimination refers to practices in one institutional area which have an adverse impact because they are indirectly linked to discriminatory practices in another institutional area. An example in the military might be the competitive advantage that is recognized for combat experience. For instance, a woman who, during her military career, was excluded from certain combat roles, would be disadvantaged for assignments and promotions at higher levels where combat training or experience gave male competitors an edge for selection. Another example of side-effect discrimination would be a policy that required all MSM award recipients in a particular command to be in the grades of E7 and above. If the racial representation at those upper levels was out of balance, in other words one racial group was predominant, then the awarding of MSMs would be equally disproportionate.

d. **Past-In-Present Discrimination.** Past-in-present discrimination refers to the neutral practices of an institution (or organizational area) which inevitably reflect or perpetuate the effects of intentional discriminatory practices in the past. The most prevalent form of past-in-present discrimination is one in which minorities or women are penalized because they lacked some ability or qualification that was denied to them in the past. As an example: if an organization required its highest level managers to have served in numerous or all lower levels of management in order to be qualified for a certain promotion, and some of those lower levels had previously been closed to minorities, then there would be no minorities (or fewer) who met the criteria for consideration to the highest levels within the organization. They are not excluded today because of their minority status, but they lack the mandated criteria because of past hiring and promotions policies.

e. Another example of this form of discrimination in the civilian arena, one that receives a great deal of attention today, is the seniority rule used by employers and unions who in the past intentionally discriminated against minorities or women, but no longer do so today. However, when seniority is used

as the primary factor for determining who is fired or laid off, minorities and women who were last hired will be the first to go. In the side-effect example given earlier, if the racial imbalance at the designated grades was a result of previous discrimination in promotion practices, then the resulting imbalance in MSM awards would also be a form of past-in-present discrimination.

f. **SEXUAL HARASSMENT.** Sexual harassment is a special form of gender discrimination. Although either gender may be the target of sexual discrimination or harassment, the majority of complaints come from women. Similarly, under Title IX of the 1972 Education Act Amendments, academic advancement conditioned upon submission to sexual demands constitutes sex discrimination in education. The underlying distinction between sexual harassment and other forms of discrimination is that the disparate or differential treatment is based on the demand for or denial of sexual favors. The behavior can be overtly threatening and offensive, such as a demand for sexual favors, or it may be something as seemingly innocent as referring to a co-worker as "sweetie" or "babe". In either event, whether the recipient is offended or not, the behavior is inappropriate for the work place and illegal under both military and civilian law. Sexual harassment will be discussed in more detail later in this lesson.

From TSP 121-A-8010, page 22, paragraphs a thru c (this handout does not include NOTES contained in TSP 121-A-8010)

a. **EQUAL OPPORTUNITY AND THE UCMJ.** As a soldier, and especially as a leader of soldiers, any disobedience or misconduct on your part may have consequences unlike any in civilian life. For example, sexual harassment by you or a soldier can seriously disrupt mission accomplishment. It can also have fatal outcome on the battlefield.

b. Because of the serious consequences, we must approach and carry out the Army's EO program in a spirit of total commitment. As Army leaders, you must ensure that all violations of EO policies are dealt with promptly, effectively and fully investigated when appropriate. You must identify inappropriate behaviors and apply corrective actions which match the severity of the behavior. Less severe acts might be dealt with by training or on-the-spot corrections, while more serious violations may require formal counseling or a recommendation for UCMJ action. Accused persons must have full access to all legal and regulatory protection. Taking these measures will help your soldiers to have trust and confidence in you and the chain of command.

c. The UCMJ provides a number articles which may be used to deal with EO and sexual harassment violations. Refer students to the Student Handouts for a listing of the UCMJ Articles and actions relevant to EO Violations.

From TSP 121-A-8010, pages 23 and 24, paragraph titled LEAD-IN and paragraphs a thru i (this handout does not include NOTES contained in TSP 121-A-8010)

LEAD-IN: As a leader, you are not only charged with the responsibility to recognize violations of the equal opportunity policies, you are responsible for taking actions to stop them and keep them from being repeated. We will discuss what some of your options are during this block. These are not all inclusive and you may find different alternatives available as time goes on. The important lesson to be gained is that you must take appropriate actions when you observe violations of the equal opportunity policies. It is important for you as leaders to know that there is no one correct way to handle all situations. What might work for one soldier, at a given time may not be how a different soldier in a different situation should be handled. This is where leadership, and supervisory skills must be applied.

a. **On-the-Spot Corrections.** The easiest, and a very effective tool to deal with violations which you observe is immediate confrontation of the offender when you observe something that is wrong. Whether this would serve as a final action depends upon the gravity of the offense. For example, suppose you overheard soldiers making a sexist remark toward another soldier. Directly confronting them, clearly explaining what you found offensive, and explaining that this type of behavior constitutes sexism, or perhaps sexual harassment, and will not be tolerated could very well end the issue. You have put them

on notice that you are aware of their behavior and will not accept it. If the soldiers learn from this, and change their behavior, you have solved the problem and it might not be necessary to take it any further.

b. Counseling - Verbal and/or Written. Counseling a soldier for violations of EO and sexual harassment policies is another option. This provides the soldier with reinforcement that you find a particular action unacceptable and that you are concerned enough you want to make a record. It demonstrates that he or she is going to be monitored in the future. It also drives home the point that when you are keeping a documented record of their actions and any future violations could incur even more serious consequences.

c. Training/Education. As a leader, you should be attuned to the climate in your section or unit. As you develop your impressions over a period of time, you may decide that training is in order to raise the sensitivity level within your area of responsibility. You can contact your unit Equal Opportunity Representative (EOR) and ask for a class to be presented. It can be tailored to fit whatever area you feel is a problem. If you do not have a unit EOR, then your installation or command has a Equal Opportunity Advisor (EOA) who will be able to assist you in presenting training. This can be done over and above the mandatory requirements for equal opportunity training your unit should already be providing.

d. Deny Promotion/Advancements. If a soldier has committed actions which constitute violations of the EO or sexual harassment policies, and you have documented them via counseling statements, then the commander can take these past actions into consideration when deciding who should be selected for promotion and who should wait or not be selected at all. Promotion is not a right but rather a reward for service performed.

e. Decisions concerning awards, training, or schools. A soldier who has violated equal opportunity policies - especially more than once - might not be a good candidate for an award. Simply PCSing does not automatically mean you should receive an award. If incidents which have resulted in counseling have occurred during a soldier's tour, not giving an award may be an appropriate response. The soldier should certainly be counseled as to why they are not receiving an award. Decisions involving a soldier attending a specific course or school should take into consideration the soldier's past performance. This would include his or her job performance and any record of counseling statements. Of course, this is not to say the soldier hasn't learned and has modified his or her behavior. A single incident should never disqualify a soldier, only be taken into consideration along with recent behavior.

f. Changes in duties or responsibilities. If a soldier has committed violations of the Army's equal opportunity policies, and they are in a leadership position or high profile position, it may be appropriate to remove them from that position. For example, if a soldier is a Squad Leader, then perhaps they should be removed from that position. This is not meant to imply they must be removed. Other actions or solutions might be more appropriate. It simply points out that this is an option that can be reviewed and/or considered.

g. Transfer or reassignment. It is possible that a soldier should be transferred to another unit if they are guilty of violating equal opportunity policies. An NCO, for example, might not have any credibility if they have been found violating policies. If this happens, then transferring them to another unit might be best for the soldier who was violated, the NCO, and the unit in general. This action should not be taken lightly. The supervisory chain and the commander must evaluate the situation and make a determination as to whether this is a reasonable action or not.

h. Bar to Reenlistment. If a pattern of behavior is established in which a soldier violates equal opportunity policies, a Bar to Reenlistment may be in order. A Bar to reenlistment can be an extremely affective tool to modify a soldier's behavior. It strongly points out to the soldier that his or her behavior does not meet the Army's standard and continued service would not be appropriate. If however, a soldier modifies their behavior, a Bar can relatively easily be removed and the soldier allowed to remain in the service of the Army. Any consideration of Bar to Reenlistment initiation should be discussed with the commander and appropriate legal channels.

i. Separation. If a soldier's actions are severe enough, then mandating exit from the Army may well be warranted. This can be accomplished in several different manners. Leaving an imposed Bar to Reenlistment in place is the easiest means. If the behavior or action which caused the Bar to be implemented have not changed, then the soldier should be permitted to leave at the end of the current term of service. Another means of forcing a separation might be the result of a courts martial proceedings. This action of course would be under the control of the court martial convening authority at the appropriate level. It is also possible that a combination of actions, including such things as Counseling Statements, Article 15s, and other administrative actions could result in sufficient documentation to warrant separation. This is routinely referred to as a 'Chapter Discharge.' Any consideration of separation should be discussed with the commander and appropriate legal channels.

From TSP 121-A-8010, pages 27 and 29, paragraph titled LEAD-IN and paragraphs m thru p (this handout does not include NOTES contained in TSP 121-A-8010)

LEAD-IN: The elimination of sexual harassment has been a long-standing goal of the Army's EO program. The Army has made a great deal of progress toward a policy of preventing sexual harassment. During recent years the issue of sexual harassment has received significant media attention in both government and private sectors. This heightened awareness has intensified national debate on causes and prevention strategies.

Sexual harassment affects everyone. It victimizes males as well as females, can occur at any time, and is not limited to the work place.

The eradication and prevention of sexual harassment is not just a moral imperative. As Army leaders, you must acknowledge that sexual harassment is a readiness issue. Sexual harassment affects unit cohesion and mission effectiveness and violates acceptable standards of equality and fair play. It drains our limited resources and destroys unit morale. It detracts from a leadership climate that promotes individual growth and teamwork vital to combat readiness. For these reasons sexual harassment cannot and will not be tolerated in the Army.

m. RELATED ELEMENTS OF SEXUAL HARASSMENT. There are other elements related to defining sexual harassment which must be understood in order to assess the appropriateness of your behavior and the behavior of those you lead. Two important elements that you should be aware of are:

- (1) Impact vs Intent.
- (2) Reasonable Person Standard.

n. Impact Vs Intent. In addition to the policy definition of sexual harassment, it is vital to have a firm understanding of the concept of "impact vs. intent". What soldiers or leaders may consider to be joking or horseplay must be evaluated on its appropriateness or offensiveness as perceived by the recipient. Assessing whether a behavior is appropriate or offensive is a leadership responsibility and must be done from the perspective of the recipient, not the alleged harasser. An excuse such as "I was only joking" is irrelevant. In the event of a complaint, the leader or supervisor must view the impact of an incident or series of incidents from the complainant's perspective.

o. However, whether or not the victim is emotionally effected and/or willingly submitted to the behavior of the harasser is irrelevant in determining whether sexual harassment occurred. The only relevant question to be answered is "Was the behavior appropriate or inappropriate?" As a leader, you must be willing to ask and seek an answer to that question, not only with regard to your behavior but also regarding the behavior of your subordinates and other leaders whose behaviors you will have occasion to observe.

p. Reasonable Person Standard. The reasonable person standard is used to predict the expected reaction to or impact of perceived offensive behaviors on the recipient. The standard asks "How would a reasonable person under similar circumstances react or be affected by such behavior?" When the complainant is a woman, the evaluation would pose, "How would a reasonable woman be affected or

react?" You, as Army leaders must be aware that, because of our socialization, men and women can watch the same behavior, but have a very different perspective about what they saw and what they were feeling. For example: Only in recent years have states changed laws which could convict a man of rape because he forced his wife to have sex. The reasonable person standard is an essential tool for leaders at all levels when determining the appropriateness of an individual's behavior.

From TSP 121-A-8010, pages 30 and 31, paragraphs a thru c (this handout does not include NOTES contained in TSP 121-A-8010)

a. **SEXUAL HARASSMENT BEHAVIORS.** The traditional view of sexual harassment of women involves the belief that harassing behavior is biologically based, that men cannot help themselves. Thus sexual harassment is labeled "normal". Harassment, however, is not "normal", nor is it related to sexuality. Rather in many instances, it is a question of power and control.

b. This type of behavior existing in the work or duty area is a major factor in determining a hostile work environment. As an Army leader you will be concerned for the most part with the detection and prevention of three types or categories of sexual harassment behaviors:

(1) **Verbal Comments.** These include telling sexual jokes and using profanity, off color sexual comments, threats; or barking, growling, oinking, and whistling at passersby in describing certain sexual attributes about one's physical appearance.

(a) Telling of sexual jokes is one of the toughest forms of sexual harassment you will have to confront. This is not necessarily because of the different perceptions about the offensiveness of the joke, but rather the intent of the person telling the joke is often viewed as being "all in fun" with no deliberate intent to hurt or do harm. Even those who are offended may laugh, rationalizing that tolerating the storyteller is a form of group camaraderie. However, this rarely is the case. Often the opposite reaction occurs creating a lack of respect and a "here we go again" response when the joker approaches.

(b) Another form of verbal behavior is using innocent "terms of endearment" such as "honey," "baby," "sweetheart" or "dear" in referring to soldiers or civilian co-workers. This behavior is defined as a form of sexual harassment and is a more or less common in many segments of our society. This is a form of sexual harassment that is sometimes difficult to confront. Initially, this form of harassment may appear to be innocent. However, it may have the effect of demeaning the person to whom the terms are used. It downgrades their position or authority, especially if the terms are overheard by others who may be peers or subordinates to the victim. Even if this is not the case, it has the potential to make the victim feel the user does not consider them to be worthy of the title by which they should be called. The victim may prefer, and certainly should, be called by their title. When the victim's request is not honored and the behavior is repeated or escalated to another form, it can be classified as creating a hostile environment.

(2) **Nonverbal Gestures.** Examples of nonverbal gestures are leering, ogling (giving the person "the eye" or "once over"), blowing kisses, licking lips, or winking. These should be of special concern to you as leaders, since left unchecked, they can sometimes lead to other more serious behaviors. Nonverbal forms of sexual harassment may take on a more hostile appearance after the victim has rejected the advances of the harasser. Examples in males could be gestures of impending violence such as a clinched fist, stern facial expressions, or lowering their pants to tuck in their shirts in the presence of women. Examples in females could be suggestively adjusting their clothing, showing their legs, cleavage, or wiggling in the presence of men. Printed materials are other types of nonverbal gestures. Examples of printed materials include sexually oriented notes, letters, faxes, or computer e-mail. Other examples include posting sexual sayings such as bumper stickers, cartoons, posters, calendars, pin-ups or sex-oriented pictures and quotations found on seat covers or sun-visors where people work or meet. As a leader, it is your responsibility to ensure that your personnel work in an environment free from such items.

(3) Physical Contact. Examples of physical contact are touching, patting, hugging, pinching, grabbing, cornering, and kissing. Other examples include playing footsie or kneesie, blocking a passageway, providing unsolicited back and neck rubs, and unsolicited adjusting of a person's clothing. It is important to remember that whether or not the receiver of such attention is offended, the behavior is inappropriate in a working environment.

c. LEADER LIABILITY. The current policy on sexual harassment states that, "any soldier or civilian employee in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of another soldier or civilian employee is engaging in sexual harassment." The term "condones" as used in this definition does not just mean that a leader has specific knowledge on a specific incident, but also takes into account the amount of attention that is given to policing the environment. Although a leader may not be held legally liable in a given case (except perhaps in some EEO cases involving civilian personnel), there are at least three reasons why leaders should accept responsibility and be held accountable:

(1) The leader is responsible for ensuring that the environment is safe and clean for everyone.

(2) The leader is responsible for training subordinates to behave appropriately, especially in the work place. This includes modeling and enforcing behaviors that emulate dignity and mutual respect.

(3) The leader is responsible for maintaining a climate of openness and mutual trust for all personnel. This means individuals should feel free in seeking redress of grievances or filing a complaint of discrimination or sexual harassment without fear of reprisals.

From TSP 121-A-8010, pages 32 and 33, paragraphs a thru d (this handout does not include NOTES contained in TSP 121-A-8010)

a. IMPACT OF SEXUAL HARASSMENT. As Army leaders, you must have a sense of how sexual harassment affects the victims as well as the organization. You must be familiar with the kinds of behaviors victims may use to cope with sexual harassment.

A number of variables exist in assessing the impact on, or expected reactions of the victim. Leaders at all levels must be able to explain to their soldiers and civilians the devastating affects sexual harassment can have on a victim and on organizational readiness. Problems due to sexual harassment can manifest themselves in a number of ways. Some are very obvious, while others may be well hidden and not so visible.

(1) The first and most obvious impact sexual harassment has on victims is that it interferes with their work performance. A soldier or civilian who has to fend off offensive and repeated sexual attacks does not perform quality work.

(2) Another impact of sexual harassment has on the victim is that it creates a hostile environment by creating unreasonable stress in the work place. Sexual harassment promotes a negative form of stress that can affect everyone in the work place. Sexual harassment also puts a high degree of fear and anxiety into the work place.

(3) When the harassment is "quid pro quo," the fear of loss of job or diminishing career opportunities can undermine a unit's teamwork and morale. The bottom line for commanders and their subordinate leaders is clear: Anyone who is sexually harassed is less productive, and the command climate, as well as mission effectiveness, will likely suffer. Soldiers and civilian employees can only reach their full potential in an environment that fosters dignity and respect. There must be zero tolerance for discrimination and sexual harassment.

b. VICTIM REACTIONS TO SEXUAL HARASSMENT. To adequately assess the impact that sexual harassment can have on a victim, you must know the kinds of reactions that victims frequently have to a sexual harassment incident. You must learn to recognize the behavior patterns victims show in attempting to cope with a stressful situation.

(1) Denial. Denial is the most common reaction to a sexual harassment incident. It allows the victim to "write the incident off" as if it did not take place. It provides relief by removing the victim from the incident which keeps the person from feeling negative emotions and the necessity to respond. The incident may occur again, but a victim in complete denial may never acknowledge the existence of the behavior. A person in denial will not admit that the incident ever took place.

(2) Rationalization. Rationalization is another reaction that allows the victim to avoid dealing with an emotional incident. It gives the victim a logical way of making personal excuses for his or her behavior as well as for the behavior of others. Comments such as "It wasn't really directed at me" and "I'm not that kind of person" are frequently heard. Another version would be a person dealing with a sense of power: "What can I do?" or "I'm just a private." Sometimes the victim will rationalize to excuse the behavior of the harasser: "Surely he isn't really like that" or "She was just having fun." Rationalizing as well as denial precludes or reduces personal feelings of pain and injustice.

(3) Joking. Joking about the harassment is another form of rationalization used to release tension and strengthen one's self-esteem. Making fun out of a sexually harassing situation allows the victims to consider the actions of the perpetrator as circumstantial and to negate their own feelings about the incident.

(4) Avoidance. Avoidance can have a detrimental effect on victims of sexual harassment. Unlike denial and rationalization, the behavior associated with avoidance is easily misinterpreted as abnormal, inappropriate, or bizarre. Victims of sexual harassment will sometimes behave out of character, exhibiting a host of excuses in an attempt to remove themselves from the harasser or, an offensive environment. Claiming illness can keep a soldier on sick-call or in the case of civilians, on sick leave. Depending on the severity of the harassment, avoidance can cause actual physical ailments such as an upset stomach, headaches, or other health problems.

c. Soldiers and civilians who fail to come to work because of sexual harassment increase absenteeism which hinders the Army's ability to accomplish its mission.

d. The following questions are not meant to be all inclusive, but they can help in clarifying whether a sexual harassment incident has occurred.

- (1) Is the behavior sexual in nature?
- (2) Is the behavior unwelcome?
- (3) Does the behavior create a hostile or offensive environment?
- (4) Have sexual favors been demanded, requested or suggested?

From TSP 121-A-8010, pages 34 and 35, paragraph titled SEXUAL HARASSMENT ASSESSMENT and paragraphs a thru h (this handout does not include NOTES contained in TSP 121-A-8010)

SEXUAL HARASSMENT ASSESSMENT. As leaders, you must be able to assess the "totality of circumstances surrounding a sexual harassment incident or event to evaluate the impact of the alleged behavior, judge its severity, and determine corrective actions and/or recommendations for sanctions. Taking into account the "totality of circumstances" of a sexual harassment incident will give you enough information to make an unbiased decision. Assessing all issues of an event allows for you to formulate an action plan to prevent similar incidents from occurring in the future. Here are a few of the issues that you should consider in that assessment.

a. Nature of the Incident. What was the actual behavior exhibited by the perpetrator? The nature of the act should be your first priority for assessment. You may take more severe action to correct a soldier or

civilian who continually makes jokes of a sexual nature in the work place, even after being asked to stop or having been previously counseled that the behavior was inappropriate, than a person who committed the same offense for the first time. While allegations of verbal abuse are significant, stronger leader action would be in order if it were proven that someone was threatened because they failed to comply with another person's sexual advances.

b. Frequency of Behavior. Frequency of the act is the next issue to be addressed in the assessment process. Was this a one-time event or repeated behavior? One act of sexual harassment viewed by itself might seem relatively insignificant and easily resolved by on-the-spot correction. If your inquiry determines that the incident is a culmination of a series of such acts, its impact could logically be assumed to be greater and more severe.

c. Impact of Behavior on the Victim. While this issue should have less weight in your determining appropriate corrective actions or punishment, it may give you insight into other extenuating conditions or circumstances that contributed to the harassment. Be aware, however, that just because a victim is not physically or emotionally effected, should not detract from your evaluation of the severity of the behavior. Determine whether the perpetrator intended or succeeded in doing harm.

d. Appropriateness of Behavior. The issue of appropriateness as applied to behavior in alleged acts of sexual harassment must be determined in every case. Evaluating appropriateness of behavior forces the question that even if your soldier was not aware that the behavior was inappropriate, military bearing, discipline, and professionalism should have deterred any acts of offensive behavior. In many instances, even when no one is offended or sexual harassment cannot be proven, the violation of military standards and decorum will require you to take corrective action.

e. Rank and Position. You, and other unit subordinate leaders, are given the responsibility and authority to take care of soldiers. Leaders are empowered with a great deal of trust and confidence. When leaders elect to violate that trust by misusing their authority or position, then sanctions should be imposed accordingly. On the other hand, supervisors and leaders can also be intimidated by their subordinates on the basis of gender differences. Failure by any leader in a position of authority to correct the offensive behavior of a subordinate is also a misuse of that position and should be challenged regardless of the circumstances.

f. Past History. In reviewing the incident, you should also consider other allegations, past or present, directly or indirectly related to the case. Although it is important to consider each complaint on its own merit, the uniqueness of sexual harassment (i.e., one-on-one) may make it necessary to review issues related to past history as well as current behavior characteristics during inquiry. It is sometimes appropriate to draw conclusions and take corrective action even though you may not have sufficient evidence to recommend punishment or other sanctions.

g. Consequences of Your Actions. Here you must ascertain such issues as the impact and other potential problems created as a result of the incident. Will the problem be resolved with minor corrective action or should you report it to the chain of command? You must also determine what is the goal or desired outcome of your actions to correct the incident. Do you only want the behavior to stop? What is your next step if desired results are not achieved? It is equally important to consider what consequences and/or repercussions might result if you decide not to take any action.

h. Environment Assessment. The environment in which the incident occurred must also be part of your assessment. This entails a number of factors such as the state of your section or squad's EO climate, your support and enforcement of sexual harassment policies, outside influences, and the present state of EO training for your soldiers and civilian personnel. Constant jokes of a sexual nature made by you, your soldiers, or civilians in effect constitute a "hostile environment". Another consideration is whether the alleged harasser was trained that such behavior was inappropriate.

From TSP 121-A-8010, pages 35 thru 38, paragraphs a thru e (this handout does not include NOTES contained in TSP 121-A-8010)

a. PREVENTION PROGRAM ACTION PLANNING. The potential for sexual harassment allegations exists in any work place or duty environment. Both women and men can be victims. Organizations that are highly structured and stratified are more conducive to sexual harassment because the potential for negative consequences is high if the victim fails to "give in" to sexual demands. Those more vulnerable in the organization, such as trainees or those who "need" their jobs, are more likely to be harassed. This fact, combined with other social-cultural factors, makes women the more likely victims.

b. Sexual harassment occurs when employers, leaders, soldiers, and co-workers confuse employment, or duty expectations with sex-role expectations or when males are threatened because females have invaded what they believe is their territory, the traditionally all-male jobs. The bottom line is that sexual harassment is pervasive and affects both morale and productivity. Therefore, increased emphasis on dealing with sexual harassment in the Army is a leadership imperative.

c. The components of a sound unit program to end sexual harassment are the same as those for the Army's EO program. It includes total leadership commitment, career-long mandatory training in the prevention of sexual harassment, clearly established ways to report sexual harassment, and clear demonstration through disciplinary and administrative action that certain behaviors will not be tolerated.

(1) Leadership Commitment. The effectiveness and success of any Army program is dependent upon leader support. Without your support, the Army's effort to prevent and eradicate sexual harassment will lose its momentum and effectiveness. Your commitment is multifaceted. It starts with your understanding and total support of the commander's published policy. You must provide clarification and ensure that you and your subordinates understand the Army's policy on the Prevention of Sexual Harassment (POSH). You must instill in your subordinates a sense of caring, dignity, and respect one another. The most effective way that you, as a leader, can demonstrate your support for the program is through personal example, ensuring that your behavior is above reproach at all times. You must also demonstrate a commitment to enforcement, especially for those soldiers who "just don't get it", by taking "on-the-spot" appropriate action to correct inappropriate behavior. Counsel subordinates and, if necessary, report incidents.

(2) Progressive Training. The elimination of sexual harassment begins with a policy of progressive and sequential training to identify and prevent inappropriate behavior. Training in the Prevention of Sexual Harassment (POSH) is required as an integral part of a unit's training program.

(3) The most effective approach to training to prevent sexual harassment is through interactive discussion in small groups of mixed gender. Situational vignettes or scenarios can also be used to facilitate discussion among unit personnel. You should ensure that your training focus is equal to the level of experience and breadth of responsibilities for your soldiers.

(4) Complaint Process. The key to a healthy unit climate that is free of sexual harassment is a caring leadership environment in which complaints are handled fairly and expeditiously. Sometimes unit leaders might treat sexual harassment complaints as a threat to their competency or as a "stain" on the unit's performance. As a result, complaints are implicitly or explicitly discouraged and soldiers who do file complaints may find themselves threatened with intimidating reprisals. This is noticed by other soldiers and civilians and results in a hard-to-erase impression of uncaring leadership that lessens their willingness to use the chain of command as an avenue of redress. Leaders who demonstrate awareness, accept and support the complaint investigation process, improve the unit's climate by creating a sense of openness and caring. Complainants may not always be pleased with the results. However, the fact that you made a sincere effort to resolve their complaint will leave a lasting impression with the individual as well as the unit. Sometimes your effort may reveal the true problem to be a lack of communication rather than deliberate harassment. By bridging this communication gap, you can help eliminate misunderstanding and improve the working environment.

(5) Be aware that inquiry or investigation into allegations of sexual harassment require special attention. Unlike other EO complaints, you may find that allegations of sexual harassment may sometimes lack sufficient information for you to take decisive actions. Also, the one-on-one nature of sexual harassment sometimes causes evidence to be in dispute. You should not discharge claims of sexual harassment simply because the victim has failed to make a case by providing you with sufficient evidence. For this reason, your commander may consider an investigation whenever a claim of sexual harassment is raised.

c. ADMINISTRATIVE/DISCIPLINARY ACTIONS. An often quoted maxim in the Army has been, "Never give an order you are not prepared to enforce." Soldiers and civilian employees quickly ascertain which policies are mere "lip service" and which lines should not be crossed. This is especially true when enforcing sanctions against personnel guilty of sexual harassment. Leaders who clearly support a zero tolerance for sexual harassment and recommend appropriate actions against offenders greatly contribute to a healthy command climate. On the other hand, leaders who fail to support sanctions that are equal to the offense, despite a publicized written policy, send a message that sexual harassment is tolerated.

(1) Administrative Actions. There are several administrative actions available to commanders, or that you may recommend, in dealing with sexual harassment incidents. These include, but are not limited to: bar to reenlistment, letter of admonishment and reprimand, relief for cause, rehabilitative transfer, additional training, required counseling, and denial of certain privileges. When commanders administer punishment for sexual harassment violations, the block "Supports EO/EEO" on military rating forms must be marked accordingly.

(2) UCMJ Actions. Your commander has a wide variety of options available for the punishment of inappropriate behavior. The offenses shown here identify the more severe forms of sexual harassment which are subject to disciplinary actions under the UCMJ. The right combination of punishment and administrative sanctions sends a clear message that sexual harassment will not be condoned or tolerated. When commanders administer punishment for sexual harassment violations, the "NO" block "Supports EO/EEO" on military rating forms should be marked accordingly.

d. Sexual Misconduct. While sexual harassment is generally not considered criminal in nature, some actions and behaviors clearly "cross the line" and become sexual misconduct and even criminal acts, punishable under one of more Articles of the UCMJ. The obvious examples of these types of actions include sexual abuse, battery, and rape. Although Equal Opportunity does not normally include issues involving criminal activity, sexual misconduct is related enough to warrant discussion.

e. Laws and Regulations Governing Sexual Misconduct. The UCMJ makes some conduct criminal, and some sexual conduct may violate more than one article of the UCMJ. The UCMJ applies to you 24 hours a day, 7 days a week, for as long as you are in the Army. It applies on duty and off duty, in or out of uniform, on or off a military installation, in the United States and overseas, and while you are on pass or leave. The UCMJ applies to you regardless of whether you consider yourself a heterosexual, a homosexual, or a bisexual. The penalties for violating the UCMJ articles are severe. Sex crimes are no joke and the Army takes these matters very seriously, and so should you.

From TSP 121-A-8010, pages 40 thru 44, paragraph titled LEAD-IN, paragraph titled Findings on Complaint System, and paragraphs a thru p (this handout does not include NOTES contained in TSP 121-A-8010)

LEAD-IN: A major aspect of your EO duties and responsibilities as an Army leader is to identify and resolve EO issues and concerns that affect your soldiers. However, you are not expected nor is it possible for you to be aware of or respond to all allegations and concerns from your soldiers. You will find that from time to time EO allegations and complaints from your soldiers will have to be forwarded to the commander for resolution. In many instances even after you have taken what you perceived to be the appropriate actions, your soldiers or civilian employees may not be satisfied with the results. Army

surveys, field reports, inspections and consultant visits since 1990, found soldiers, and their leaders had lost faith or confidence in the existing systems. Here are a few of those findings.

Findings on Complaint System:

- a. Frequent complaints about little or no feedback once complaint was filed.
- b. Both investigations and processing of complaints move very slowly.
- c. No action taken because witnesses, complainants, or alleged offenders moved or changed duty assignments.
- d. No action taken if complaint was unsubstantiated.
- e. No appeal process if complainant was dissatisfied with results.
- f. Fear of reprisal, intimidation, or harassment for reporting acts of discrimination.
- g. No action being taken if complaint was substantiated, when the alleged offender was senior in rank or had a personal relationship with the chain of command.

As a result of these findings, there have been many significant changes.

- a. ARMY EO COMPLAINT SYSTEM. The Army's current EO complaint system is defined in Chapter 6, AR 600-20 (Army Command Policy) and addresses many of the concerns which you and your soldiers may have about procedures for processing an EO allegation or grievance.
- b. A major component of the Army's EO Program is an effective and responsive complaint system. The Army has established two separate but comprehensive complaint systems for military personnel and civilian employees. The Army wants to ensure that every soldier and DA civilian has a readily available system that treats all complaints seriously. Soldiers, family members, and DA civilians have the right to present their complaints to their leaders without fear of intimidation, harassment, or reprisal.
- c. Soldiers are encouraged to attempt to resolve their complaints by confronting the alleged offender or by informing you, their immediate leader, supervisor, or other appropriate officials about the offensive behavior or other allegations of disparate or unfair treatment. However, depending on the severity of the offense or the nature of the allegation, this may not always be appropriate. Individuals are responsible to advise the command of the specifics of discrimination or sexual harassment and provide their leaders an opportunity to take appropriate action to resolve the issue(s). All personnel are responsible to submit only legitimate complaints and exercise caution against frivolous or reckless allegations.
- d. TYPES OF EO COMPLAINTS. Within the current Army's EO Complaint System, EO complaints fall into two distinct categories: formal and informal.

(1) Informal Complaints. An informal complaint is any complaint not submitted in writing. Informal complaints are not subject to any time line suspense, nor are they reportable to higher headquarters. However, you should ensure that informal complaints receive the appropriate amount of attention for quick and thorough resolutions. Of up most concern for you as a leader is that informal complaints process facilitates the resolution of your soldier's grievances at the lowest possible level. When considering the use of the informal process, there are several factors to consider.

- (a) The complaint does not require chain of command intervention.
- (b) The complainant wants the assistance of other unit members.
- (c) Confidentiality is possible, but cannot be guaranteed.
- (d) Request for assistance not required in writing.
- (e) Soldiers feel informal process has good chance for success.
- (f) Severity of complaint does not warrant reporting to chain of command.
- (g) The mere fact that a soldier or complainant wants their complaint handled informally does not prevent or exempt allegations from intervention by the chain of command. Should it be necessary to conduct a formal investigation to resolve an informal complaint, the complainant may be required to make a sworn statement or be asked to submit a formal complaint.

(2) Formal Complaint. A formal EO complaint is submitted in writing using DA Form 7279-R (EO Complaint Form). This form is available at your unit, installation, and selected agencies. Unlike the informal process, the formal complaint system will require your chain of command to investigate the complainants allegations and, if warranted, take necessary corrective actions. The formal complaint process contains specific time lines for the accomplishment of certain actions. All formal EO complaints are reportable to higher headquarters.

(a) Soldiers and family members have 60 calendar days from the date of the alleged offense in which to file a formal complaint. This time limit was established to set a reasonable parameter for investigation and resolving complaints (e.g., availability of witnesses, accurate recollection of events, and timely remedial action). The commander may, at his or her discretion, choose to investigate and take action on complaints filed after the 60 calendar day period. Allegations that are criminal in nature are exempt from the 60-day rule and should be immediately referred to your chain of command, the Military Police, CID, or other law enforcement agencies.

(b) Formal Complaint Factors: The complainants decision to file a formal EO complaint may be based on the following factors:

- 1- Complainant is uncomfortable with the informal process.
- 2- Complainant determines that one or more of the informal factors will not help in resolving their complaint.
- 3- An attempt at informal resolution was tried and failed.
- 4- The complainant desires an official record be on file.
- 5- The complaint is against a commander or another member of the chain of command.
- 6- The complainant wants to use an outside agency or higher echelon commander in resolve the complaint.

e. USE ALTERNATIVE AGENCIES. Soldiers are encouraged to submit their complaints to their commander whenever possible. However, it is always their choice whether to take their complaint directly to the chain of command or an alternative agency. In the event that their complaint is against the commander or other members of the immediate chain of command, they may elect to submit their complaint to the next higher echelon commander. Alternative agencies are also responsible to a

commander. However, these agencies may be at a higher or different command level. Alternative agencies have special expertise which can be helpful in resolving issues related to EO, housing, religion, or legal affairs. If you believe or determine that the incident or behavior alleged by the complainant constitutes a criminal offense, you must ensure that it is brought to the attention of the chain of command or law enforcement agency. The following agencies and services are available on most installations throughout the Army:

NOTE: Depending on the course curriculum and timing of this training, discussion of the scope of responsibilities for each agency beyond EO issues is not required. If the students have had instruction on these agencies, discuss role of EOA and EOR, refer students to Handout # 5 for future reference and begin the next learning activity.

(1) A Higher Echelon Commander. Complainants are encouraged to use their immediate chain for resolving complaints. However, if they feel uncomfortable about submitting it to someone in their chain or the complaint is against the chain of command, submitting their complaint to a higher echelon, such as the battalion, brigade, or installation Commander, may be their next best option. This action also places the complaint in the hands of a commander who has the authority to conduct an AR 15-6 investigation if one is warranted.

(2) Equal Opportunity Advisor (EOA). The EOA is assigned at brigade or higher levels to help commanders implement their EO program. The EOA is trained to receive, process, and conduct inquiries into complaints of discrimination and sexual harassment. In addition, the EOA has the expertise to make recommendations for corrective actions and sanctions against violators of EO policies.

(3) Chaplain. Serves as advisor to the command on all religious matters and provides guidance on religious practices, family and marital counseling, and other secular or non-secular services. The chaplain is the main subject matter expert on addressing issues about religious discrimination or accommodation.

(4) Staff Judge Advocate (SJA). Is primarily responsible to the Commander on all legal matters. The SJA serves as an advisor in litigating criminal charges and prosecuting soldiers for criminal offenses; assesses trends in administering punishment and allegations of discrimination in administering military justice; may receive complaints about discrimination in legal proceedings or about administering judicial and nonjudicial punishment.

(5) Provost Marshal (PM). Is primarily responsible for receiving and investigating violations of the UCMJ which are criminal in nature. The PM is responsible to the Commander for monitoring the treatment of soldiers and investigating complaints of discrimination or unfair treatment by off-post activities.

(6) Inspector General (IG). Serves as advisor to the commander on all matters of command. The IG is responsible for monitoring and inspecting command functions which are essential to mission effectiveness and combat readiness. The IG's office is the principal agency for receiving and investigating complaints about command environment and leadership. (You should be aware that time lines specified in the EO Complaints process do not apply to complaints filed with the IG. IG Complaints are processed outside EO channels in accordance with AR 20-1, IG Activities and Procedures.)

NOTE: SJA is also responsible for administering the Army's victim rights training and counseling in criminal procedures and investigations.

(7) Community Homefinding Referral and Relocation Services Office. Is responsible for monitoring and administering the installation's housing referral program. The HRO will receive and investigate complaints of discrimination in rental or sale of off-post housing.

(8) Medical Agency Personnel. Medical agency personnel are assigned primarily at installation clinics and hospitals, but are also available at separate units, battalions, and brigades up to and including the Command Surgeon. These personnel advise and assist the commander on matters about conserving and replenishing the command's fighting strength, by prevention, curative, restorative care, and other medical related services. In the event of an incident of sexual assault or rape, medical agency personnel will be immediately contacted for procurement of criminal evidence and assistance in the treatment and counseling of the victim.

From TSP 121-A-8010, pages 48 thru 50, paragraphs a thru d, f, and g (this handout does not include NOTES contained in TSP 121-A-8010)

a. POLICY. All Department of the Army personnel are prohibited from taking any action that might discourage soldiers, any family member or DA civilian from filing a complaint or seeking assistance to resolve an EO grievance. Army personnel are prohibited from taking any disciplinary or other adverse action against a complainant, or other DA personnel, seeking assistance, or cooperating with investigating officers, Inspector General or other law enforcement agencies. However, this does not preclude commanders from taking action against soldiers who file fraudulent complaints or give false statements.

b. DEFINITIONS:

(1) Reprisal: Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action, or any other act of retaliation, against a military member for making or preparing a protected communication.

(2) Threatening: Give signs or warning of, or to announce as intended or possible actions.

(3) Intimidation: Make timid, frighten, to inhibit or discourage by or threaten with harm or adverse treatment.

(4) Harassment: Annoy or torment repeatedly and persistently, to wear out, exhaust or impede by repeated attacks.

c. PROTECTED DISCLOSURE. Any lawful communication or disclosure to a Member of Congress, Inspector General of any Service, members of any DOD audit or inspection teams, Chain of Command, investigative or law enforcement agencies in which a military member or DA civilian makes a complaint or provides information that he or she reasonably believe is evidence for the following:

(1) A violation of law or regulations.

(2) Severe case of mismanagement.

(3) Fraud or a gross waste of public funds.

(4) An abuse of authority or position.

(5) Protected disclosure also includes circumstances where a military member:

(a) Were preparing to make a lawful communication but it was not actually submitted, or delivered.

(b) Did not actually communicate or complain, but was believed to have done so.

(c) Cooperated with or otherwise assisted in an audit, inspection, or investigation by providing information that you believed evidenced wrongdoing. (Example: acted as a witness or responded to request for information in a lawful communication.)

d. UNFAVORABLE ACTIONS. Any action taken that might affect or have the potential to affect a persons current position or career opportunity. Such actions include, but are not limited to the following:

- (1) Promotions or other types of advancement.
- (2) Administrative disciplinary or other corrective or punitive actions.
- (3) Transfers or reassignments.
- (4) Decisions concerning pay, benefits, awards, training, or schools.
- (5) Counseling, reprimands, or performance evaluation.
- (6) Other changes in duties or responsibilities inconsistent with military rank or position.

e. MILITARY WHISTLEBLOWER PROTECTION. Section 1034, Title 10, United States Code (U.S.C.), requires an expeditious investigation of all allegations of reprisal for whistleblowing submitted by military members. DOD Directive 7050.6, Military Whistleblower Protection, implements Section 1034, Title 10, U.S.C. The military whistleblower protection law and regulation prohibit:

- (1) Restricting a military member from communicating with Members of Congress, DOD officials, or other law enforcement agencies.
- (2) Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action as reprisal for making or preparing a lawful communication.

f. REPORTING INCIDENTS OF REPRISAL. It is the responsibility of the chain of command to ensure that all complainants are protected against reprisal or retaliation for filing an EO complaint. Should a military member, civilian, or your family member be threatened with such action they should immediately report the incident to the chain of command, the Inspector General, or higher echelon commander. The following should help as a guide to making that determination:

- (1) Did the complainant make a protected disclosure or complaint prior to the incident?
- (2) Was an unfavorable action threatened or taken after the disclosure or complaint was made?
- (3) Did the person or official taking action know of the complaint or disclosure?
- (4) Does the complainant believe the action taken would not have occurred if the complaint had not been made?
- (5) Does the complainant have evidence or other information that supports or indicates reprisal was taken because of the complaint or disclosure? (Not required to report actions of reprisal.)

g. FOLLOW-UP ASSESSMENT. The Equal Opportunity Advisor (EOA) is required to conduct a follow-up assessment of all formal equal opportunity complaints, both substantiated and unsubstantiated. This assessment will be completed 30-45 calendar days (3-4 weekend drill periods for Reserve Component) after final action of the complaint. The purpose of the assessment is to measure the effectiveness of the actions taken and to detect and deter any acts or threats of reprisal. EOAs will also assess the complainant's satisfaction with the procedures followed in the complaint process to include timeliness, staff responsiveness and helpfulness, and resolution of the complaint. Findings on the assessment is provided to the commander for further consideration or action within 15 calendar days.

Appendix D, Student Handouts

TSP: T229

TITLE: Wear and Appearance of the Uniform

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: T229 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Extract from AR 670-1	SH-2-1 thru SH-2-85

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of two hours of small group instruction.

Overview

Part of your daily duties is to ensure that you and your soldiers meet the highest standards of appearance possible. For you to accomplish this task, you must first know how to wear your uniform properly.

Learning Objective

Terminal Learning Objective (TLO).

Action	Demonstrate personal grooming, proper fit, and correct wear of the Army uniform(s).
Conditions	As a squad leader given a squad of soldiers in a classroom environment and AR 670-1 (SH-2).
Standards	<p>Demonstrated personal grooming, and proper fit, and correct wear of the Army uniform(s) by--</p> <ul style="list-style-type: none"> • Exhibiting standards for personal grooming and appearance, • Exhibiting guidelines for “good fit and appearance” of Army uniforms, • Exhibiting the appropriate wear and appearance of the Army green service uniform. • Exhibiting the appropriate wear and appearance of temperate and hot weather battle dress uniforms, <p>IAW AR 670-1 (SH-2).</p>

- ELO A** Exhibit standards for basic grooming and personal appearance.
- ELO B** Exhibit guidelines for “good fit and appearance” of Army uniforms.
- ELO C** Exhibit the appropriate wear and appearance of the Army green service uniform.
- ELO D** Exhibit the appropriate wear and appearance of the temperate and hot weather battle dress uniforms.

Assignment

Before class--

- Read Student Handout 1, Advance Sheet.
- Read Student Handout 2, Extracted Material from AR 670-1.

During class--

- Participate in classroom discussion.

After class--

- Turn in recoverable reference materials.
-

**Additional
Subject Area
Resources**

None

Bring to Class

- SH-2, extract from AR 670-1.
 - Pencil or pen and writing paper.
-

Student Handout 2

Extracted Material from AR 670-1

This student handout contains 84 pages of extracted material from the following publication:

AR 670-1, Wear and Appearance of Army Uniforms and Insignia, 5 Sep 03

Chapter 1	SH 2-2 thru SH 2-7
Chapter 3	SH 2-8 thru 2-13
Chapter 15	SH 2-13 thru 2-20
Chapter 16	SH-2-20 thru 2-27
Chapter 28	SH-2-27 thru 2-60
Chapter 29	SH 2-60 thru 2-85

Disclaimer: The developer downloaded the text in this student handout from the U.S. Army Publishing Directorate Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not conform to the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COST.

This page intentionally left blank

Part One General Information and Responsibilities

Chapter 1 Introduction

1-7. Personal appearance policies

a. General. The Army is a uniformed service where discipline is judged, in part, by the manner in which a soldier wears a prescribed uniform, as well as by the individual's personal appearance. Therefore, a neat and well-groomed appearance by all soldiers is fundamental to the Army and contributes to building the pride and esprit essential to an effective military force. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American soldiers bring to their Service through a conservative military image. It is the responsibility of commanders to ensure that military personnel under their command present a neat and soldierly appearance. Therefore, in the absence of specific procedures or guidelines, commanders must determine a soldier's compliance with standards in this regulation. Soldiers must take pride in their appearance at all times, in or out of uniform, on and off duty. Pride in appearance includes soldiers' physical fitness and adherence to acceptable weight standards, in accordance with AR 600-9.

b. Exceptions to appearance standards based on religious practices.

(1) As provided by AR 600-20, paragraph 5-6, and subject to temporary revocation because of health, safety, or mission requirements, the following applies to the wear of religious apparel, articles, or jewelry. The term "religious apparel" is defined as articles of clothing worn as part of the observance of the religious faith practiced by the soldier. Religious articles include, but are not limited to, medallions, small booklets, pictures, or copies of religious symbols or writing carried by the individual in wallets or pockets. Except as noted below, personnel may not wear religious items if they do not meet the standards of this regulation, and requests for accommodation will not be entertained (see AR 600-20, para 5-6g(2)(d)).

(a) Soldiers may wear religious apparel, articles, or jewelry with the uniform, to include the physical fitness uniform, if they are neat, conservative, and discreet. "Neat conservative, and discreet" is defined as meeting the uniform criteria of this regulation. In other words, when religious jewelry is worn, the uniform must meet the same standards of wear as if the religious jewelry were not worn. For example, a religious item worn on a chain may not be visible when worn with the utility, service, dress, or mess uniforms. When worn with the physical fitness uniform, the item should be no more visible than identification (ID) tags would be in the same uniform. The width of chains worn with religious items should be approximately the same size as the width of the ID tag chain.

(b) Soldiers may not wear these items when doing so would interfere with the performance of their duties or present a safety concern. Soldiers may not be prohibited, however, from wearing religious apparel, articles, or jewelry meeting the criteria of this regulation simply because they are religious in nature, if wear is permitted of similar items of a nonreligious nature. A specific example would be wearing a ring with a religious symbol. If the ring meets the uniform standards for jewelry and is not worn in a work area where rings are prohibited because of safety concerns, then wear is allowed and may not be prohibited simply because the ring bears a religious symbol.

(c) During a worship service, rite, or ritual, soldiers may wear visible or apparent religious articles, symbols, jewelry, and apparel that do not meet normal uniform standards. Commanders, however, may place reasonable limits on the wear of non-subdued items of religious apparel during worship services, rites, or rituals conducted in the field for operational or safety reasons. When soldiers in uniform wear visible religious articles on such occasions, they must ensure that these articles are not permanently affixed or appended to any prescribed article of the uniform.

(d) Chaplains may wear religious attire as described in this regulation, CTA 50-909, and AR 165-1 in the performance of religious services and other official duties, as required. Commanders may not prohibit chaplains from wearing religious symbols that are part of the chaplain's duty uniform. (See AR 600-20, para 5-6g(7).)

- (2) Soldiers may wear religious headgear while in uniform if the headgear meets the following criteria.
- (a) It must be subdued in color (black, brown, green, dark or navy blue, or a combination of these colors).
 - (b) It must be of a style and size that can be completely covered by standard military headgear, and it cannot interfere with the proper wear or functioning of protective clothing or equipment.
 - (c) The headgear cannot bear any writing, symbols, or pictures.
 - (d) Personnel will not wear religious headgear in place of military headgear when military headgear is required (outdoors, or indoors when required for duties or ceremonies).
- (3) Personal grooming. Hair and grooming practices are governed by paragraph 1–8 of this regulation, and exceptions or accommodations based on religious practices will not be granted. As an exception, policy exceptions based on religious practice given to soldiers in accordance with AR 600–20 on or prior to 1 January 1986 remain in effect as long as the soldier remains otherwise qualified for retention.

1–8. Hair and fingernail standards and grooming policies

a. Hair.

(1) General. The requirement for hair grooming standards is necessary to maintain uniformity within a military population. Many hairstyles are acceptable, as long as they are neat and conservative. It is not possible to address every acceptable hairstyle, or what constitutes eccentric or conservative grooming. Therefore, it is the responsibility of leaders at all levels to exercise good judgment in the enforcement of Army policy. All soldiers will comply with the hair, fingernail, and grooming policies while in any military uniform or while in civilian clothes on duty.

(a) Leaders will judge the appropriateness of a particular hairstyle by the appearance of headgear when worn. Soldiers will wear headgear as described in the applicable chapters of this regulation. Headgear will fit snugly and comfortably, without distortion or excessive gaps. Hairstyles that do not allow soldiers to wear the headgear properly, or that interfere with the proper wear of the protective mask or other protective equipment, are prohibited.

(b) Extreme, eccentric, or trendy haircuts or hairstyles are not authorized. If soldiers use dyes, tints, or bleaches, they must choose those that result in natural hair colors. Colors that detract from a professional military appearance are prohibited. Therefore, soldiers should avoid using colors that result in an extreme appearance. Applied hair colors that are prohibited include, but are not limited to, purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent or neon colors. It is the responsibility of leaders to use good judgment in determining if applied colors are acceptable, based upon the overall effect on soldiers' appearance.

(c) Soldiers who have a texture of hair that does not part naturally may cut a part into the hair. The part will be one straight line, not slanted or curved, and will fall in the area where the soldier would normally part the hair. Soldiers will not cut designs into their hair or scalp.

(2) Male haircuts will conform to the following standards.

(a) The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive or present a ragged, unkempt, or extreme appearance. The hair must present a tapered appearance. A tapered appearance is one where the outline of the soldier's hair conforms to the shape of the head, curving inward to the natural termination point at the base of the neck. When the hair is combed, it will not fall over the ears or eyebrows, or touch the collar, except for the closely cut hair at the back of the neck. The block-cut fullness in the back is permitted to a moderate degree, as long as the tapered look is maintained. In all cases, the bulk or length of hair may not interfere with the normal wear of headgear (see para 1–8a(1)(a), above) or protective masks or equipment. Males are not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform or in civilian clothes on duty. Hair that is clipped closely or shaved to the scalp is authorized.

(b) Males will keep sideburns neatly trimmed. Sideburns may not be flared; the base of the sideburn will be a clean shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening.

(c) Males will keep their face clean-shaven when in uniform or in civilian clothes on duty. Mustaches are permitted; if worn, males will keep mustaches neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corners of the mouth (see figure 1–1). Handlebar mustaches, goatees, and beards are not authorized. If appropriate medical authority prescribes beard growth, the length required for medical treatment must be specified. For example, “The length of the beard will not exceed 1/4 inch” (see TB MED 287). Soldiers will keep the growth trimmed to the level specified by appropriate medical authority, but they are not authorized to shape the growth into goatees, or “Fu Manchu” or handlebar mustaches.



Figure 1–1. Wear of mustache

(d) Males are prohibited from wearing wigs or hairpieces while in uniform or in civilian clothes on duty, except to cover natural baldness or physical disfiguration caused by accident or medical procedure. When worn, wigs or hairpieces will conform to the standard haircut criteria as stated in 1–8a(2)(a), above.

(3) Female haircuts will conform to the following standards.

(a) Females will ensure their hair is neatly groomed, that the length and bulk of the hair are not excessive, and that the hair does not present a ragged, unkempt, or extreme appearance. Likewise, trendy styles that result in shaved portions of the scalp (other than the neckline) or designs cut into the hair are prohibited. Females may wear braids and cornrows as long as the braided style is conservative, the braids and cornrows lie snugly on the head, and any hair holding devices comply with the standards in 1–8a(3)(d) below. Dreadlocks (unkempt, twisted, matted individual parts of hair) are prohibited in uniform or in civilian clothes on duty. Hair will not fall over the eyebrows or extend below the bottom edge of the collar at any time during normal activity or when standing in formation. Long hair that falls naturally below the bottom edge of the collar, to include braids, will be neatly and inconspicuously fastened or pinned, so no free-hanging hair is visible. This includes styles worn with the physical fitness uniform/improved physical fitness uniform (PFU/IPFU).

(b) Styles that are lopsided or distinctly unbalanced are prohibited. Ponytails, pigtails, or braids that are not secured to the head (allowing hair to hang freely), widely spaced individual hanging locks, and other extreme styles that protrude from the head are prohibited. Extensions, weaves, wigs, and hairpieces are authorized; however, these additions must have the same general appearance as the individual’s natural hair. Additionally, any wigs, extensions, hairpieces, or weaves must comply with the grooming policies set forth in this paragraph.

(c) Females will ensure that hairstyles do not interfere with proper wear of military headgear and protective masks or equipment at any time (see 1–8a(1)(a), above). When headgear is worn, the hair will not extend below the bottom edge of the front of the headgear, nor will it extend below the bottom edge of the collar.

(d) Hair-holding devices are authorized only for the purpose of securing the hair. Soldiers will not place hair-holding devices in the hair for decorative purposes. All hair-holding devices must be plain and of a color as close to the soldier’s hair as is possible or clear. Authorized devices include, but are not limited to, small, plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair bands. Devices that are conspicuous, excessive, or decorative are prohibited. Some examples of prohibited devices include, but are not limited to, large, lacy scrunchies; beads, bows, or claw clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces.

(e) Soldiers may not wear hairnets unless they are required for health or safety reasons, or in the performance of duties (such as those of a cook). No other type of hair covering is authorized in lieu of the hairnet. The commander will provide the hairnet to the soldier at no cost.

b. Cosmetics.

(1) General. As with hairstyles, the requirement for standards regarding cosmetics is necessary to maintain uniformity and to avoid an extreme or unmilitary appearance. Males are prohibited from wearing cosmetics, to include nail polish. Females are authorized to wear cosmetics with all uniforms, provided they are applied conservatively and in good taste and complement the uniform. Leaders at all levels must exercise good judgment in the enforcement of this policy.

(a) Females may wear cosmetics if they are conservative and complement the uniform and their complexion. Eccentric, exaggerated, or trendy cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited. Permanent makeup, such as eyebrow or eyeliner, is authorized as long as the makeup conforms to the standards outlined above.

(b) Females will not wear shades of lipstick and nail polish that distinctly contrast with their complexion, that detract from the uniform, or that are extreme. Some examples of extreme colors include, but are not limited to, purple, gold, blue, black, white, bright (fire-engine) red, khaki, camouflage colors, and fluorescent colors. Soldiers will not apply designs to nails or apply two-tone or multi-tone colors to nails.

(2) Females will comply with the cosmetics policy while in any military uniform or while in civilian clothes on duty.

c. Fingernails. All personnel will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip. Females will not exceed a nail length of 1/4 inch, as measured from the tip of the finger. Females will trim nails shorter if the commander determines that the longer length detracts from the military image, presents a safety concern, or interferes with the performance of duties.

d. Hygiene and body grooming. Soldiers will maintain good personal hygiene and grooming on a daily basis and wear the uniform so as not to detract from their overall military appearance.

e. Tattoo policy

(1) Tattoos or brands that are visible in a class A uniform (worn with slacks/trousers) are prohibited.

(2) Tattoos or brands that are extremist, indecent, sexist, or racist are prohibited, regardless of location on the body, as they are prejudicial to good order and discipline within units.

(a) Extremist tattoos or brands are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities. Extremist philosophies, organizations, and activities are those which advocate racial, gender or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights under the U.S. Constitution, Federal, or State law (see para 4–12, AR 600–20).

(b) Indecent tattoos or brands are those that are grossly offensive to modesty, decency, or propriety; shock the moral sense because of their vulgar, filthy, or disgusting nature or tendency to incite lustful thought; or tend reasonably to corrupt morals or incite libidinous thoughts.

(c) Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on gender, but that may not meet the same definition of “indecent.”

(d) Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin.

(3) Counseling requirements.

(a) Commanders will ensure soldiers understand the tattoo policy.

(b) For soldiers who are not in compliance, commanders may not order the removal of a tattoo or brand. However, the commander must counsel soldiers, and afford them the opportunity to seek medical advice about removal or alteration of the tattoo or brand.

(4) If soldiers are not in compliance with the policy, and refuse to remove or alter the tattoos or brands, commanders will:

(a) Ensure the soldier understands the policy.

(b) Ensure the soldier has been afforded the opportunity to seek medical advice about removal or alteration.

(c) Counsel the soldier in writing. The counseling form will state that the soldier’s refusal to remove extremist, indecent, sexist, or racist tattoos or brands anywhere on the body, or refusal to remove any type of tattoo or brand visible in the class A uniform (worn with slacks/trousers), will result in discharge.

(5) Existing tattoos or brands on the hands that are not extremist, indecent, sexist, or racist, but are visible in the class A uniform (worn with slacks/trousers) are authorized for current soldiers only. This “grandfather” provision does not apply to soldiers enlisting as of the effective date of this regulation.

(6) Finality of determination.

(a) Recruiting battalion commanders or recruiting battalion executive officers will make initial entry determinations that tattoos or brands comply with this policy. This authority will not be delegated further.

(b) Unit commanders or unit executive officers will make determinations for soldiers currently on active duty. This authority will not be delegated further.

(c) Determinations will be fully documented in writing, and will include a description of existing tattoos or brands and their location on the body. A copy of the determination will be provided to the soldier. Unless otherwise directed by the Army Deputy Chief of Staff, G-1, these determinations are final. If a tattoo or brand is discovered to violate this policy after an initial determination has been documented, commanders must submit requests for an exception to policy or for discharge of the soldier through their chain of command to the Army Deputy Chief of Staff, G-1, for approval.

(7) Soldiers may not cover tattoos or brands in order to comply with the tattoo policy.

1-9. Uniform appearance and fit

a. Appearance.

(1) All personnel will maintain a high standard of dress and appearance. Uniforms will fit properly; trousers, pants, or skirts should not fit tightly; and personnel must keep uniforms clean and serviceable and press them as necessary. Soldiers must project a military image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline. Soldiers will ensure that articles carried in pockets, such as wallets, checkbooks, combs, and keys, do not protrude from the pocket or present a bulky appearance.

(2) Wear of items on uniforms.

(a) When required and prescribed by the commander, soldiers may attach keys or key chains to the uniform when performing duties such as charge of quarters, armorer, duty officer/NCO, or other duties as prescribed by the commander. Keys or key chains will be attached to the uniform on the belt, belt loops, or waistband.

(b) At the discretion of the commander, and when required in the performance of duties listed above, soldiers may wear an electronic device on the belt, belt loops, or waistband of the uniform. Only one electronic device may be worn; it may be either a pager or a cell phone. The body of the device may not exceed 4x2x1 inches, and the device and carrying case must be black; no other colors are authorized. If security cords or chains are attached to the device, soldiers will conceal the cord or chain from view. Other types of electronic devices are not authorized for wear on the uniform. If the commander issues and requires the use of other electronic devices in the performance of duties, the soldier will carry them in the hand, pocket, briefcase, purse, bag, or in some other carrying container.

(c) Soldiers will not wear keys, key chains, or electronic devices on the uniform when the commander determines such wear is inappropriate, such as in formation, or during parades or ceremonies. Soldiers will not wear items or devices on the uniform when not performing required duties.

(3) While in uniform, personnel will not place their hands in their pockets, except momentarily to place or retrieve objects. Soldiers will keep uniforms buttoned, zipped, and snapped. They will ensure metallic devices such as metal insignia, belt buckles, and belt tips are free of scratches and corrosion and are in proper luster or remain properly subdued, as applicable; and that all medals and ribbons are clean and not frayed. Personnel will keep shoes and boots cleaned and shined. Soldiers will replace the insignia listed in AR 700-84, paragraph 5-5, when it becomes unserviceable or no longer conforms to standards.

(4) Lapels and sleeves of service, dress, and mess coats and jackets will be roll-pressed, without creasing. Skirts will not be creased. Trousers, slacks, and the sleeves of shirts and blouses will be creased. Soldiers may add military creases to the AG shade 415 shirt and the BDU coat (not the field jacket). Personnel will center the front creases on each side of the shirt, centered on the pockets, for those garments that have front pockets. Soldiers may press a horizontal crease across the upper back of the shirt or coat (not necessary on the male shirt due to the yoke seam), and they may press three equally spaced vertical creases down the back, beginning at the yoke seam or the horizontal crease. Additionally, personnel may crease the sleeves of the battle dress uniform (BDU) coat. Personnel are not authorized to sew military creases into the uniform.

(5) Although some uniform items are made of wash-and-wear materials or are treated with a permanent-press finish, soldiers may need to press these items to maintain a neat, military appearance. However, before pressing uniform items, soldiers should read and comply with care instruction labels attached to the items. Soldiers may starch BDUs and the maternity work uniform, at their option. Commanders will not require soldiers to starch these uniforms, and soldiers will not receive an increase in their clothing replacement allowance to compensate for potential premature wear that may be caused by starching uniforms.

b. Fit. Fitting instructions and alterations of uniforms will be made in accordance with AR 700–84 and TM 10–227.

The following is a summary of general fitting guidelines.

(1) Black all-weather coat.

(a) Males. The length of the sleeves of the all-weather coat will be 1/2 inch longer than the service coat. The bottom of the black all weather coat will reach to a point 1 1/2 inches below the center of the knee.

(b) Females. The length of the sleeves of the all-weather coat will be 1/2 inch longer than the service coat. The bottom of the coat will reach a point at least 1 inch below the skirt hem, but not less than 1-1/2 inches below the center of the knee.

(2) Uniform coats and jackets (male and female). The sleeve length will be 1 inch below the bottom of the wrist bone.

(3) Trousers and slacks.

(a) Trousers will be fitted and worn with the lower edge of the waistband at the top of the hipbone, plus or minus 1/2 inch. The front crease of the trousers will reach the top of the instep, touching the top of the shoe at the shoelaces.

Trousers will be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The trousers may have a slight break in the front.

(b) Slacks will be fitted and worn so that the center of the waistband is at the natural waistline. The front crease of the slacks will reach the top of the instep, touching the top of the foot or the shoe at the shoelaces. Slacks will be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The slacks may have a slight break in the front.

(4) Knee-length skirts. Skirt lengths will be no more than 1 inch above or 2 inches below the center of the knee.

(5) Long-sleeved shirts. The sleeve length will extend to the center of the wrist bone.

(6) Other. Personnel will wear appropriate undergarments with all uniforms, in accordance with paragraph 27–28.

Part Two
Utility and Selected Organization Uniforms

Chapter 3
Temperate, Hot-Weather, and Enhanced Hot-Weather Battle Dress Uniforms

3-1. Authorization for wear

The temperate, hot-weather (HW), and enhanced hot-weather (EHW) battle dress uniforms (BDUs) are authorized for year-round wear by all personnel when prescribed by the commander. (See figs 3-1 and 3-2.)



Figure 3-1. Temperate and hot-weather battle dress uniform, with beret, sleeves rolled



Figure 3-2. Temperate and hot-weather battle dress uniform, with patrol cap, sleeves down

3-2. Composition and classification

a. Material composition.

(1) Coat, cold weather, woodland camouflage pattern (field jacket). Fabric is nylon and cotton sateen, wind resistant.

(2) Enhanced hot-weather coat and trousers. Fabric is 50/50 ripstop nylon and cotton poplin, in a four-color woodland camouflage pattern.

(3) Hot-weather coat and trousers. Fabric is 100 percent ripstop cotton, in a four-color woodland camouflage pattern.

(4) Temperate coat and trousers. Fabric is 50/50 nylon and cotton twill, in a four-color woodland camouflage pattern.

b. Uniform composition.

(1) Beret. The black beret became the standard headgear for utility uniforms on 14 June 2001. The beret consists of a woolen knitted outer shell (lined or unlined) with a leather sweatband and an adjusting ribbon threaded through the binding. The beret is equipped with a stiffener on the left front for the attachment of organizational flashes and insignia.

(2) Cap, woodland camouflage pattern (patrol cap). The cap has a visor, a circular top crown, a side crown with an outside crown band, and retractable earflaps (temperate cap only; the hot-weather caps do not have retractable earflaps).

(3) Coat, cold weather, woodland camouflage pattern (field jacket). The coat is lined, hip length with a bi-swing back, with a convertible stand-up collar with concealed hood and a slide-fastener front closure, with two breast and two lower pockets. (See fig 3-3.)



Figure 3-3. Cold-weather coat, camouflage (field jacket)

(4) Coat, woodland camouflage pattern. The coat is a single-breasted “bush type” design with a collar and four patch bellows-type pockets with flaps (two chest and two lower). The coat has a straight-cut bottom, waist take-up tabs on both sides (old version only), and cuffed sleeves with reinforcement patches at the elbows. The enhanced hotweather coat has a fused collar and pocket flaps, a suppressed waist (3 inches), and no waist adjustment tabs.

(5) Trousers, woodland camouflage pattern. The trousers have four standard type pockets and two leg bellows-type pockets, and reinforcement patches at the knees and buttocks. The trousers have a buttonhole fly with protective flap (hot-weather battle dress uniform: (HWBDU)), adjustable waist tabs (old version only), and leg-hem draw cords. The HWBDU trousers with knee pleats are authorized for wear until current stocks are exhausted. The knee pleats were removed from the enhanced hot-weather battle dress uniform (EHWBDU) trousers.

c. Accessories. The following accessories are normally worn with these uniforms:

(1) Belt, web with open-faced black buckle (para 27-2a and b).

(2) Boots, combat, leather black (para 27-3).

(3) Chaplain’s apparel (para 27-7).

(4) Coat, black all weather (para 27-8).

(5) Gloves, black leather shell with inserts (para 27-12a).

(6) Handbags.

(a) Black, clutch type, optional purchase (para 27-13a).

(b) Black, shoulder (para 27-13d).

(7) Hat, drill sergeant (para 27-14).

- (8) Military police accessories (para 27–16).
- (9) Neckgaiter, optional purchase (para 27–17).
- (10) Scarves.
 - (a) Black (with black overcoat only) (para 27–21a).
 - (b) Olive-green 208 (para 27–21b).
- (11) Socks, black, cushion sole (para 27–24a).
- (12) Undergarments (para 27–28).
- (13) Undershirt, brown (para 27–28e).
- (14) Organizational clothing and equipment, as determined by the commander in accordance with CTA 50–900 or CTA 8–100 (medical personnel).
- (15) Personal hydration systems, as determined by the commander.
 - d. Classification. The temperate, enhanced hot-weather, and hot-weather BDUs are clothing bag issue utility uniforms. The beret is an organizational issue item. DA Pam 710–2–1 governs turn-in and reissue of the beret.

3–3. Occasions for wear

a. Soldiers may wear BDUs on duty when prescribed by the commander. Soldiers may wear BDUs off post unless prohibited by the commander. They may not wear BDUs for commercial travel, unless authorized by para 1–10c of this regulation. Personnel may not wear BDUs in establishments that primarily sell alcohol. If the establishment sells alcohol and food, soldiers may not wear utility uniforms if their activities in the establishment center on drinking alcohol only.

b. Utility uniforms are not normally considered appropriate for social or official functions off the installation, such as memorial services and funerals. These uniforms are issued as utility, field, training, or combat uniforms and are not intended for wear as all-purpose uniforms when other uniforms are more appropriate.

3–4. Insignia and accouterments

The following insignia and accouterments are authorized for wear on these uniforms:

- a. Badges (subdued).
 - (1) Combat and special skill badges (pin on or embroidered sew on) (para 29–17d).
 - (2) Special skill tabs (para 29–17d).
 - (3) Subdued identification badges (para 29–18d).
- b. Brassards (para 28–29).
- c. Branch insignia (paras 28–10b and 28–12b).
- d. Combat leaders identification (para 28–21).
- e. Grade insignia (paras 28–5 through 28–7).
- f. Headgear insignia (para 28–3).
- g. Subdued shoulder sleeve insignia, current organization (para 28–16e(2)).
- h. Subdued shoulder sleeve insignia, former wartime service (para 28–17c(2)).
- i. Name and U.S. Army distinguishing tapes (paras 28–24a and 28–24b).
- j. Organizational flash (para 28–31a).
- k. Foreign badges are not authorized for wear on these uniforms.

3–5. Headgear

- a. Beret.

(1) General. The beret is the basic headgear for utility uniforms in garrison environments. The beret is not worn in the field, in training environments, or in environments where the wear of the beret is impractical, as determined by the commander. Additionally, the beret is not worn on deployments unless authorized by the commander. Personnel being transferred from one organization to another may continue to wear the beret and flash of the former unit until they report for duty at the new organization.

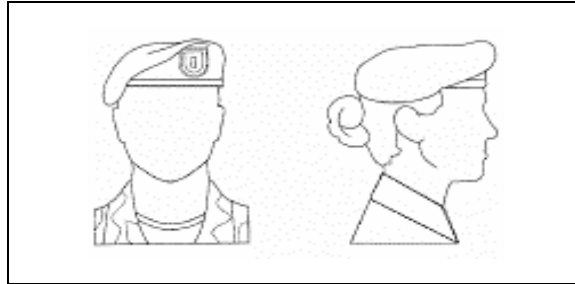


Figure 3-4. Wear of the beret, male and female

(2) **Wear.** The beret is worn so that the headband (edge binding) is straight across the forehead, 1 inch above the eyebrows. The flash is positioned over the left eye, and the excess material is draped over to the right ear, extending to at least the top of the ear, and no lower than the middle of the ear. Personnel will cut off the ends of the adjusting ribbon and secure the ribbon knot inside the edge binding at the back of the beret. When worn properly, the beret is formed to the shape of the head; therefore, soldiers may not wear hairstyles that cause distortion of the beret. Paragraph 3-5c, below, addresses wear of headgear insignia. Figures 3-1 and 3-4 show wear of the beret. Soldiers wear berets as indicated below:

(3) **Black beret.**

(a) Soldiers who are not assigned to units or positions authorized wear of the tan, green, or maroon berets will wear the black beret. This includes senior and junior ROTC instructors, unless otherwise indicated below.

(b) Soldiers are issued the black beret upon assignment to their first permanent duty assignment after the completion of initial entry training or officer/warrant officer basic courses. Cadets and officer/warrant officer candidates will not wear the black beret. Split-option soldiers or soldiers in the simultaneous membership program will wear the black beret only when performing duties with their units, and they will wear the patrol cap with the BDU, as described in paragraph 3-5b below, when in a cadet or trainee status. Soldiers who have not been issued or who do not wear the black beret will wear the patrol cap with the BDU, as indicated in paragraph 3-5b below. In those cases where beret sustainment levels are not sufficient for turn-in and reissue of unserviceable berets, the commander can authorize the temporary wear of the patrol cap until the beret can be replaced.

(c) The Army flash is the only flash authorized for wear on the black beret, unless authorization for another flash was granted before the implementation of the black beret as the standard Army headgear (for example, Opposing Forces (OPFOR) elements).

(4) **Ranger tan beret.** Soldiers currently assigned to the following units are authorized wear of the Ranger tan beret. Personnel will wear the approved flash of the unit to which they are assigned.

(a) 75th Ranger Regiment.

(b) Ranger Training Brigade.

(c) Ranger-qualified soldiers in the following units or positions, if they previously served in the 75th Ranger Regiment: U.S. Special Operations Command; U.S. Army Special Operations Command; U.S. Special Operations Command Joint Task Force; and Theater Special Operations Command. The 75th Ranger Regiment is the sole authority for validation of service in the Ranger Regiment.

(5) **Green beret.**

(a) If approved by local commanders, all Special Forces-qualified personnel (those carrying the Special Forces MOSs of 18A or 180A, CMF 18, and CSMs reclassified from 18Z to OOO) are authorized to wear the green beret. This includes senior and junior ROTC instructors and those attending training at an Army service school in a student status (for example, CGSC, DLI, or USASMA).

(b) Special Forces personnel will wear the approved flash of the unit to which they are assigned. Special Forces personnel who are assigned to an organization without an approved flash will wear the generic SF flash (the flash approved for personnel assigned to SF positions, but not assigned to SF units).

(6) Maroon beret. All personnel assigned to airborne units whose primary missions are airborne operations wear the maroon beret. The airborne designation for a unit is found in the unit modification table of organization and equipment (MTOE). Other soldiers authorized to wear the maroon beret are indicated below. Personnel will wear the approved flash of the unit to which they are assigned.

(a) Active Army advisors to reserve airborne units on jump status.

(b) All personnel assigned to the airborne departments of the U.S. Army Infantry School and the U.S. Army Quartermaster School.

(c) All personnel assigned to long-range surveillance detachments designated as airborne.

(d) All personnel assigned to the airborne/airlift action office.

(e) Recruiters of the Special Operations Recruiting Company (SORC), U.S. Army Recruiting Command. Personnel will wear the USASOC flash.

(f) All personnel assigned to the airborne procurement team.

(g) All personnel assigned to 55th Signal Company Airborne Combat Camera Documentation Team.

(h) All personnel assigned to 982d Combat Signal Company airborne platoons.

(i) All personnel assigned to rigger detachments.

b. Patrol cap.

(1) The patrol cap (formerly called the BDU cap) is worn with the BDU in field environments when the Kevlar helmet is not worn; on work details; or in other environments where the wear of the beret is impractical, as determined by the commander. Additionally, personnel in initial training categories who do not wear the black beret (see para 3–5a(3)(b), above) wear the patrol cap with the BDU. The patrol cap is available in the hot-weather and temperate fabrics.

(2) Personnel wear the patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. At their discretion, individuals may wear the earflaps down during cold weather, except in formation when the commander may prescribe wear policy (see fig 3–2).

c. Headgear insignia. (See para 28–3 for placement of headgear insignia and beret flashes.)

(1) Beret. Officers and warrant officers wear non-subdued grade insignia centered on the beret flash, and chaplains wear their branch insignia. Enlisted personnel wear their distinctive unit insignia (DUI) centered on the beret flash. Enlisted personnel assigned to units not authorized the DUI wear their regimental distinctive insignia (RDI). General officers may wear full-, medium-, or miniature-sized stars on the beret. Stars are centered horizontally on the flash point-to-point, and they may be mounted on a bar as an option. Overlap of the stars beyond the flash is authorized.

(2) Patrol cap. Commissioned and warrant officers wear non-subdued grade insignia on the patrol cap in garrison environments; chaplains wear non-subdued branch insignia. In field environments, commissioned and warrant officers wear subdued grade insignia; chaplains wear subdued branch insignia. Enlisted personnel wear subdued grade insignia on the patrol cap in garrison and field environments.

3–6. General guidelines

a. These uniforms are designed to fit loosely; alterations to make them fit tightly are not authorized. A tight fit reduces the airflow needed for ventilation and cooling. The only alterations authorized are those listed in AR 700–84. Personnel are authorized to mix and match hot-weather and enhanced hot-weather coats, trousers, and patrol caps. However, personnel may not mix hot-weather and temperate uniform items, to include the patrol cap.

b. The coat is worn outside the trousers, and the trousers are worn with a belt. The coat will not extend below the top of the cargo pocket on the pants and will not be higher than the bottom of the side pocket on the pants. Commanders may authorize exceptions to this policy under conditions deemed appropriate in the interest of health, comfort, and efficiency because of climatic conditions, or to accommodate a soldier's religious practices in accordance with AR 600–20, para 5–6.

c. Soldiers will wear the trousers bloused, using the draw cords or blousing rubbers, if the trousers are not tucked into the boots. Personnel will not wrap the trouser leg around the leg tightly enough to present a pegged appearance. Soldiers will not blouse the boots so that the trouser leg extends down to the ankle area. When bloused, the trousers should not extend below the third eyelet from the top of the boot. When soldiers wear the sleeves of the coat rolled up, the camouflage pattern will remain exposed. Personnel will roll the sleeves neatly above the elbow, no more than 3 inches above the elbow.

d. The commander may require that soldiers press these uniforms for special occasions when an especially sharp appearance is required, such as parades, reviews, inspections, or other ceremonial occasions. Although soldiers are authorized to starch the BDU, commanders may not require them to do so. Soldiers are authorized to press military creases in the BDU coat (see para 1-9a(4)).

e. When uniformity in appearance is required, commanders may prescribe a specific uniform for formations or ceremonial occasions, such as parades. When a specific uniform is not prescribed, soldiers may wear the enhanced hotweather, hot-weather, or temperate BDU, or other authorized utility uniforms.

f. Soldiers may wear the black leather shell gloves with utility uniforms without cold-weather outer garments, provided that sleeves are rolled down. Personnel may wear the woodland camouflage cold-weather coat with all utility uniforms. Soldiers may wear the black all-weather coat as a raincoat with these uniforms only in a garrison environment when they have not been issued organizational raingear. When the cold-weather coat or other authorized cold-weather outer garments are worn, personnel may wear the olive-green scarf and the black leather shell gloves, but are not required to do so. Coats are worn buttoned and zipped, and the shirt collar is worn inside the cold-weather coat and other outer garments. Soldiers may wear the hood of the cold-weather coat at their option. However, when the hood is not worn, soldiers will tuck it into the jacket and will zip the zipper. Female personnel may carry handbags with these uniforms only while in a garrison environment.

g. Commanders may authorize the use of a camouflage personal hydration system only in the following situations: in a field environment, in high-heat areas, or on work details. Soldiers will not carry hydration systems in a garrison environment unless the commander has authorized it for one of the situations described above. Soldiers will not let the drinking tube hang from their mouths when the device is not in use.

Part Three Service Uniforms

Chapter 15 Army Green Service Uniform—Male

15-1. Authorization for wear

The class A and B Army green uniforms are authorized for year-round wear by all male personnel. The class A service uniform is an optional dress uniform for all male enlisted personnel when worn with the white shirt and bow tie. The Army green dress uniform, with white shirt and bow tie, is equivalent to the Army blue and white uniforms. (For the officer Army green service uniform, see fig 15-1; for officer and enlisted berets, see fig 15-2 and 15-3; for garrison cap, officer, see fig 15-4; for Army green uniform, enlisted, see fig 15-5; for garrison cap, officer, see fig 15-5, for garrison cap, enlisted, see fig 15-6; and for shirt and tie options with class B Army green uniforms, see fig 15-7, 15-8, and 15-9.)

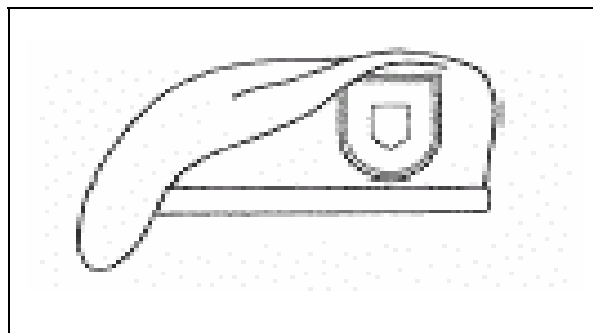


Figure 15-3. Beret, enlisted

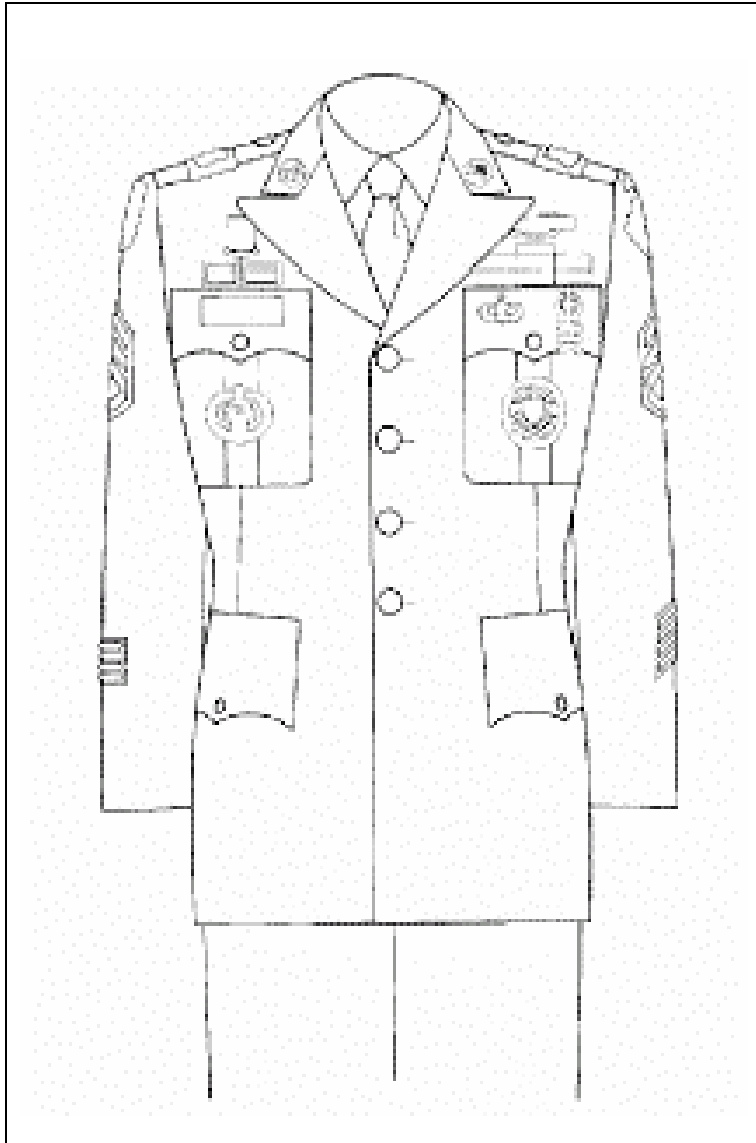


Figure 15-5. Army green uniform, enlisted

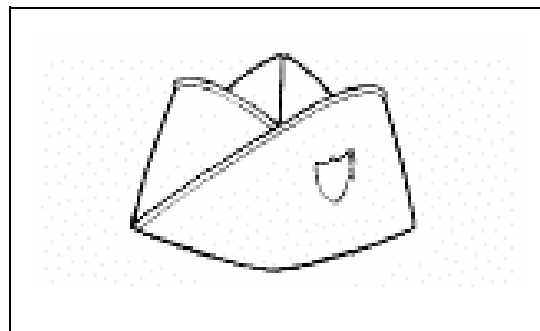


Figure 15-6. Garrison cap, enlisted

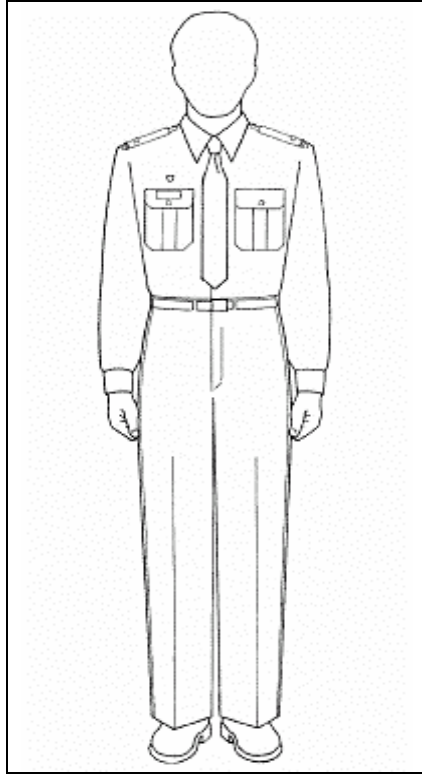


Figure 15-7. Class B Army green uniform, long-sleeved shirt and tie

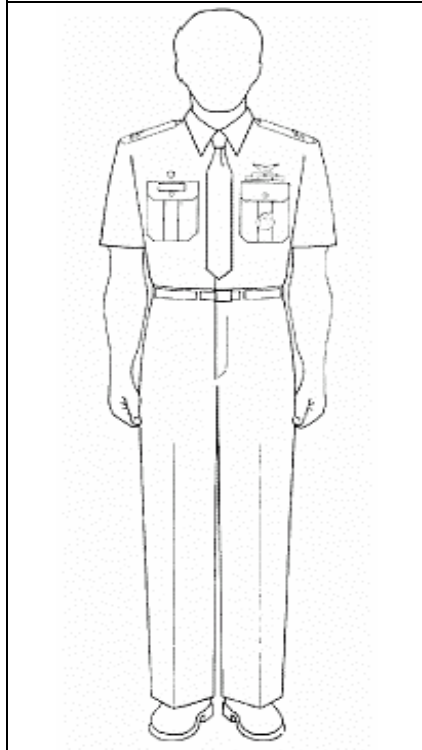


Figure 15-8. Class B Army green uniform, short-sleeved shirt and tie

15–2. Composition

a. The class A green service uniform comprises the Army green coat and trousers, an Army green (AG) shade 415 short- or long-sleeved shirt, and a black four-in-hand necktie. (For accessories and other items authorized for wear on the class A green service uniform, see para 15–10.)

b. The class B green uniform comprises the Army green trousers and AG shade 415 short- or long-sleeved shirt. Soldiers will wear a four-in-hand necktie with the long-sleeved AG shade 415 shirt when it is worn without the class A coat, as an outer garment. (See para 15–10 for accessories and other items authorized for wear with the class B uniform.)

c. The Army green dress uniform (authorized for enlisted personnel only) comprises the Army green coat and trousers, a commercial long-sleeved white shirt, and a black four-in-hand tie (before retreat) or a black bow tie (after retreat). The black beret is authorized for wear with this uniform. When the enlisted Army green dress uniform is worn for evening social occasions (after retreat), headgear is not required. Combat boots and organizational items, such as brassards and military police (MP) accessories, are not authorized for wear with the Army green dress uniform. All other accessories and insignia that are authorized for wear with the class A service uniform are authorized for wear on the Army green dress uniform (see para 15–10).

15–3. Classification

The Army green service uniform is a clothing bag issue item. The Army green dress uniform is an optional dress uniform for enlisted personnel when worn with a white shirt and black four-in-hand tie (before retreat) or black bow tie (after retreat). The beret is an organizational issue item. DA Pam 710–2–1 governs turn-in and reissue of the beret.

15–4. Occasions for wear

a. The Army green service uniform (class A) and authorized variations (class B) are authorized for wear by all male personnel when on duty, off duty, or during travel. These uniforms also are acceptable for informal social functions after retreat, unless the host prescribes other uniforms.

b. The following are appropriate occasions for enlisted personnel to wear the Army green dress uniform.

(1) At social functions of a private or official nature, either before or after retreat, and while in transit to and from such functions. Otherwise, it is not authorized for travel.

(2) When designated by the host.

15–6. Coat, Army green

a. Design. The coat will be made from an approved specification or pattern.

b. General description. The coat is a single-breasted, peak-lapel, four-button coat extending below the crotch, fitting easily over the chest and shoulders, with a slight draped effect in the front and back. The coat is fitted slightly at the waist, conforming to body shape without tightness and with no prominent flare.

c. Coat sleeve ornamentation.

(1) General officers. The sleeve has a band of black mohair, polyester, or mercerized cotton braid 1 1/2 inches wide, sewn on each sleeve with the lower edge parallel to, and 3 inches above the bottom edge of each sleeve.

(2) Other officers. The sleeve has a band of black mohair, polyester, or mercerized cotton braid 3/4-inch wide, sewn on each sleeve with the lower edge parallel to, and 3 inches above the bottom edge of each sleeve.

(3) Enlisted personnel. The sleeve is plain.

15–7. Trousers, Army green

a. Design. The trousers will be made from an approved specification or pattern.

b. General description. The trousers are straight legged without cuffs, and with side and hip pockets. The left hip pocket has a buttonhole tab and button.

c. Trousers leg ornamentation. Ornamental braid is sewn on each outside seam of the trouser leg, from the bottom of the waistband to the bottom of the trouser leg, as follows.

(1) General officers. Each trouser leg has two 1/2-inch wide black mohair, polyester, or mercerized cotton braids sewn 1/2 inch apart.

(2) Other officers. Each leg has one braid, 1 1/2 inches in width, made of black mohair, polyester, or mercerized cotton braid.

(3) Enlisted personnel. The trouser leg is plain.

15-8. Shirt, long- and short-sleeved

a. The clothing bag (issue) shirt is a pre-cured durable press, 65/35 polyester and cotton broadcloth shirt, AG shade 415, in short- and long-sleeved versions. (See figs 15-7, 15-8, and 15-9.) The shirt is a dress type with shoulder loops, a seven-button front, and two pleated pockets with button-down flaps.

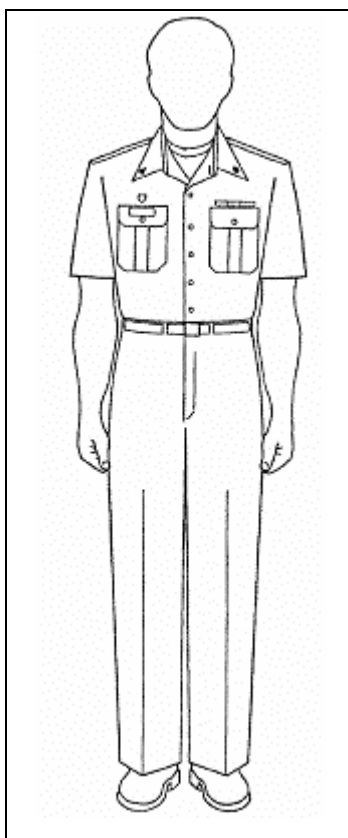


Figure 15-9. Class B Army green uniform, short-sleeved shirt without tie

b. Soldiers are authorized to wear the optional purchase polyester/wool short-sleeved (AG shade 469) and long-sleeved shade 428) shirts. In accordance with care instructions provided on the shirts, soldiers may not starch or bleach the AG shades 415, 428, or 469 shirts.

c. Soldiers are authorized to wear the short- and long-sleeved shirts with the class A coat, black unisex pullover and cardigan sweaters, and the windbreaker.

(1) Soldiers must wear a black four-in-hand necktie when wearing the short- or long-sleeved shirt with the class A coat, or when wearing the long-sleeved shirt as an outer garment without the class A coat. They have the option of wearing a tie when the short-sleeved shirt is worn as an outer garment.

(2) Soldiers have the option of wearing a tie when they wear the short- or long-sleeved shirts with the pullover sweater or cardigan sweaters. If a tie is worn with the pullover or cardigan sweaters, soldiers will wear the collar of the shirt inside the sweater. If no tie is worn with the pullover sweater, the collar is worn outside. If no tie is worn with the cardigan sweater, soldiers may wear the collar inside or outside the sweater. Soldiers may wear the cardigan sweater buttoned or unbuttoned while indoors, but they must button it when outdoors.

15–9. Headgear

a. Beret (para 3–2*b*(1)). (See figs 15–2 and 15–3.)

b. Garrison cap, Army green. (See figs 15–4 and 15–6.)

(1) Design. The cap will be made from an approved specification or pattern.

(2) Ornamental braid. Garrison cap braid refers to the piping that is secured to the tip edge of the curtain of the garrison cap, and that is used for additional identification purposes. Descriptions of the type of braid used on the garrison cap follow.

(a) General officers. The cap has a cord edge braid of gold bullion or synthetic metallic gold yarn.

(b) Company and field grade officers. The cap has a cord edge braid of gold bullion, or synthetic metallic gold yarn with black rayon or black polyester intertwined.

(c) Warrant officers. The cap has a cord edge braid of silver bullion, synthetic metallic silver yarn, or silver rayon with black rayon or black polyester intertwined.

(d) Enlisted personnel. The cap has a cord edge braid of the same material as the cap, in AG shade 489 or 491.

(3) Wear. The beret became the standard headgear for class A and B Army green service uniforms, and the enlisted Army green dress uniform, on 14 June 2001. Therefore, only soldiers in initial training categories, or soldiers who have not been issued a beret will wear the garrison cap with the class A and B Army green service uniforms and the enlisted Army green dress uniform. In those cases where beret sustainment levels are not sufficient for turn-in and reissue of unserviceable berets, the commander can authorize the temporary wear of the garrison cap until the beret can be replaced.

(4) Proper wear position.

(a) See para 3–5 for wear policy on the beret.

(b) The garrison cap is worn with the front vertical crease of the cap centered on the forehead in a straight line with the nose, with the front lower portion of the cap approximately 1 inch above the eyebrows (approximately the width of the first two fingers). The cap is placed on the head in such a manner that the front and rear vertical creases and the top edge of the crown form unbroken lines in silhouette, and so the ridge of the cap is parallel to the ground while standing at attention. Personnel will not crush or shape the crown of the cap to form peaks at the top front or top rear of the cap.

15–10. Items normally worn with the Army green uniform

a. Accessories. The following accessories are worn with the Army green uniform:

(1) Belt, black web, with brass tip (para 27–2*b*).

(2) Boots, combat, leather, black (only when bloused trousers are authorized; not authorized with the enlisted Army green dress uniform) (para 27–3).

(3) Buckle, solid brass (para 27–2*d*).

(4) Buttons (para 27–4).

(5) Cap, cold-weather, AG shade 489 (only when wearing the black all-weather coat or black windbreaker) (para 27–5).

(6) Chaplain's apparel (para 27–7).

(7) Coat, black all-weather (para 27–8).

(8) Gloves, black, leather, unisex, dress (only when worn with the class A, Army enlisted green dress uniform, black all-weather coat, or windbreaker) (para 27–12*b*).

(9) Hat, drill sergeant (not authorized with the enlisted Army green dress uniform) (para 27–14*b*).

(10) Judge's apparel (para 27–15).

(11) Military police accessories (not authorized with the enlisted Army green dress uniform) (para 27–16).

(12) Neckties.

(a) Black, bow (only with the enlisted Army green dress uniform) (para 27–19*a*).

(b) Black, four-in-hand (para 27–19*c*).

(13) Scarf, black (only with black all-weather coat or windbreaker) (para 27–21*a*).

(14) Shirt, white (only with the enlisted Army green dress uniform) (para 27–22*c*).

(15) Shoes, oxford, black, and overshoes (paras 27–23*c* and 27–20).

(16) Socks.

(a) Black, cushion sole (worn with boots only) (para 27–24a).

(b) Black, dress (para 27–24b).

(17) Sweater, unisex cardigan, black (para 27–26a).

(18) Sweater, pullover, black (para 27–26c).

(19) Undershirt, white (para 27–28f).

(20) Windbreaker, black (only with class B uniform) (para 27–30).

b. Insignia, awards, badges, and accouterments worn on the Army green uniform (class A and B) and the enlisted Army green dress uniform. Note the following exceptions:

(1) Aiguillette, service (officers only) (not authorized on the class B uniform) (para 28–25).

(2) Brassards (not authorized on the enlisted Army green dress uniform) (para 28–29).

(3) Branch of service scarves (not authorized on the enlisted Army green dress uniform) (para 28–20).

(4) Fourragere/lanyards (not authorized on the class B uniform) (para 29–11).

(5) Distinctive items for infantry personnel (para 28–30).

(6) Branch insignia (not authorized on the class B uniform) (paras 28–10 and 28–12a).

(7) U.S. insignia (not authorized on the class B uniform) (para 28–4).

(8) Insignia of grade (paras 28–5, 28–6, and 28–7).

(9) Headgear insignia (para 28–3).

(10) Distinctive unit insignia (DUI) (not authorized on the enlisted Army green dress uniform and the class B uniform) (para 28–22).

(11) Regimental distinctive insignia (RDI) (para 28–23).

(12) Combat leaders identification (not authorized on the class B uniform or enlisted Army green dress uniform) (para 28–21).

(13) OCS/WOC insignia (paras 28–14 and 28–15).

(14) Shoulder sleeve insignia, current organization, full color (not authorized on the class B uniform) (para 28–16).

(15) Shoulder sleeve insignia, former wartime service, full color (not authorized on the class B uniform) (para 28–17).

(16) Nameplate (para 28–24c).

(17) Organizational flash (para 28–31a).

(18) Airborne background trimming (para 28–31b).

(19) Overseas service bars (not authorized on the class B uniform) (para 28–28).

(20) Service stripes (enlisted personnel only; not authorized on the class B uniform) (para 28–27).

(21) Decorations and service medal ribbons (soldiers may not wear miniature medals on the enlisted Army green dress uniform; they may wear full-size or miniature medals on the class B uniform) (paras 29–7, 29–8, and 29–9).

(22) Unit awards (para 29–11).

(23) U.S. badges (identification, marksmanship, combat, and special skill) (cloth special skill and marksmanship badges and tabs are not authorized on the class B uniform; full, miniature, and dress miniature badges are authorized on the class B uniform) (paras 29–13, 29–16, and 29–18).

(24) Foreign badges (para 29–19).

c. Insignia authorized for wear with the class B uniform.

(1) Same as paragraph 15–10b, except that the distinctive unit insignia (DUI), branch and U.S. insignia, sew-on insignia, and combat leaders identification are not authorized for wear.

(2) The DUI is authorized for wear on the black pullover sweater. If no DUI is authorized, then the RDI is worn (para 28–23b(1)). Recruiters will wear the recruiting badge in lieu of the DUI or RDI.

15–11. General guidelines

a. The Army green service uniforms are intended for wear during most duty, non-field, or utility occasions, and for travel and off-duty purposes. While both the class A and B uniforms are authorized for year-round wear, the appropriate uniform is worn based on weather conditions, duties, and the formality of the occasion. When a specific service uniform is not prescribed for formations or other occasions when uniformity in appearance is not required, soldiers may wear the class A or any of the variations of the class B uniform, with the accessories authorized for these uniforms.

b. Soldiers will not wear those awards and decorations on the AG shade 415 shirt that they cannot wear properly because of size or configuration. Commanders will not require the wear of optional items, such as windbreakers or sweaters, unless such items are provided to the soldier without cost.

c. Soldiers may purchase and wear the Army green service uniform in any of the authorized fabrics listed in paragraph 15–5. However, individuals who purchase uniforms or uniform items from commercial sources are responsible for ensuring that the items conform to military specifications, or are manufactured in accordance with the procedures prescribed by the uniform quality control program (see chap 2 for details). Only those alterations authorized by AR 700–84 and TM 10–227 are authorized. General fitting instructions for these uniforms are provided in chapter 1 of this regulation. Soldiers will wear these uniforms with the shirt tucked into the trousers so that the shirt edge is aligned with the front fly opening, so the outside edge of the belt buckle forms a straight “gig line.” Only soldiers authorized to wear the tan, green, or maroon berets, those assigned to Air Assault coded positions, and MPs performing MP duties may wear bloused trousers with black leather combat boots. Figures 15–1 through 15–9 show the class A and B Army green service uniforms and authorized headgear.

Chapter 16 Army Green Service Uniform—Female

16–1. Authorization for wear

The class A and B Army green uniforms are authorized for year-round wear by all female personnel. The class A service uniform is an optional dress uniform for all female enlisted personnel when worn with the skirt, a white shirt and the neck tab. The Army green dress uniform, with white shirt and neck tab, is equivalent to the Army blue and white uniforms. (For the Army green uniform with slacks, officer, see fig 16–1; for the garrison cap, officer, see fig 16–2; for the beret, officer, see fig 16–3; for the beret, enlisted, see fig 16–4; for the Army green uniform with skirt, enlisted, see fig 16–5; for the garrison cap, enlisted, see fig 16–6; and for the class B variations of the Army green uniform, female, see fig 16–7.)

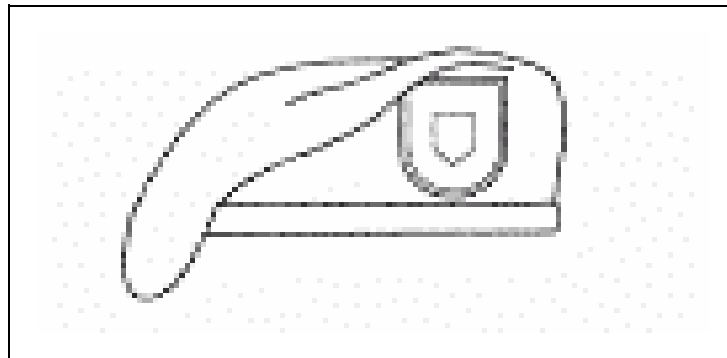


Figure 16–4. Beret, enlisted

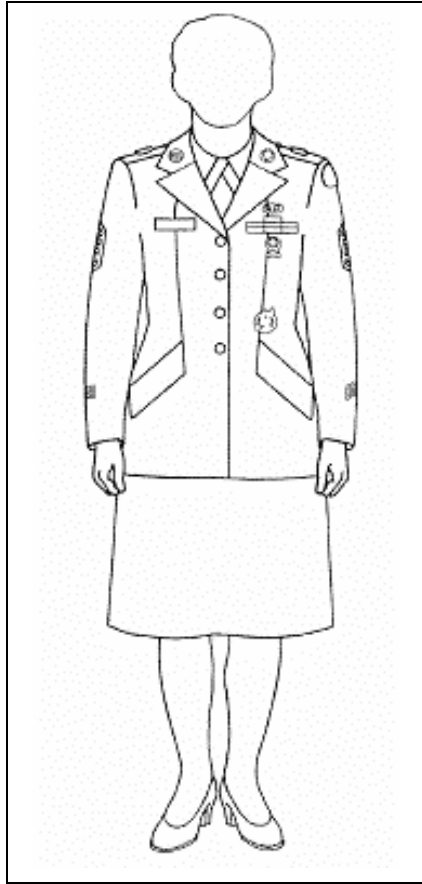


Figure 16-5. Army green uniform with skirt, enlisted

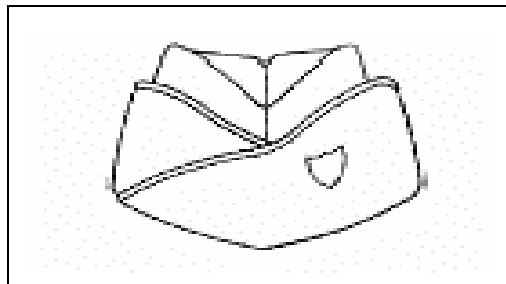


Figure 16-6. Garrison cap, enlisted

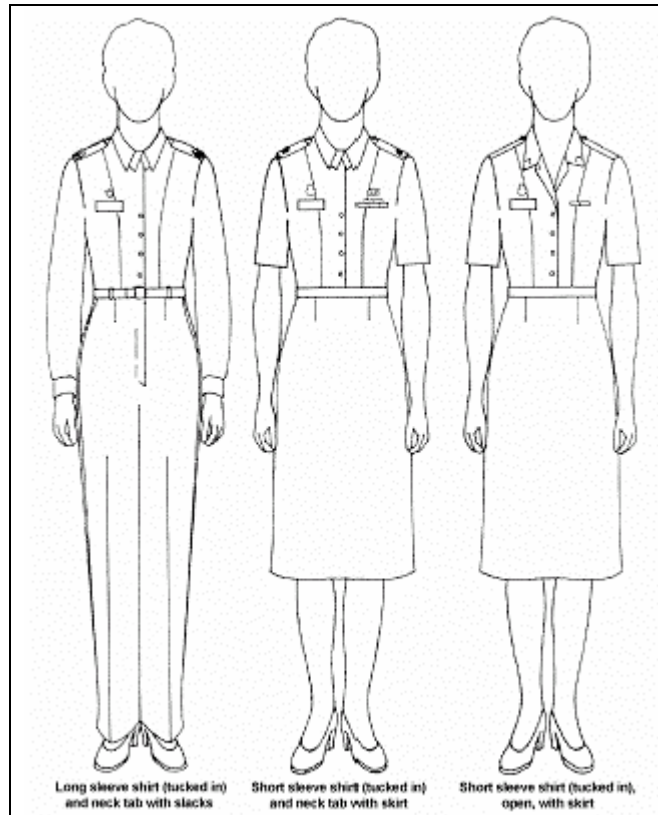


Figure 16-7. Class B variations of the Army green uniform, female

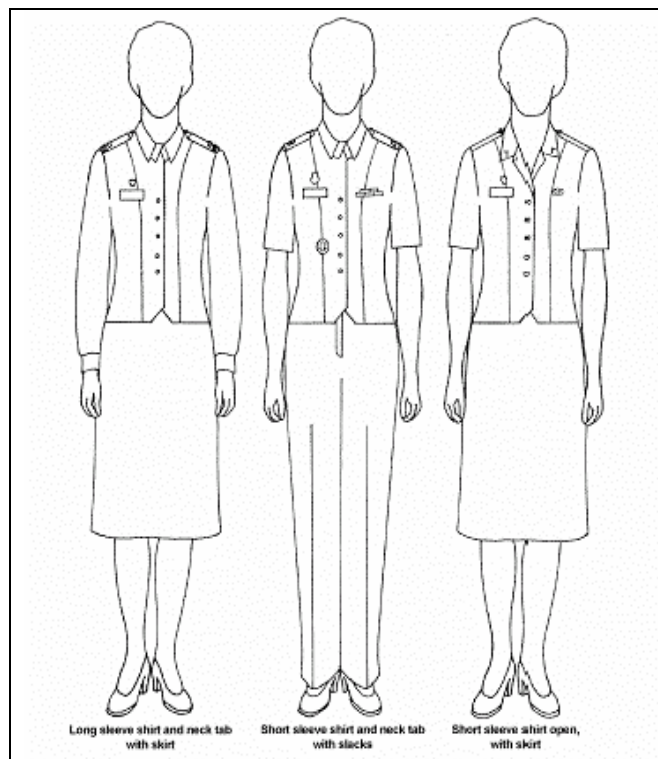


Figure 16-7. Class B variations of the Army green uniform, female—Continued

16-2. Composition

a. The class A green service uniform consists of the Army green coat, skirt or slacks, an AG shade 415 short- or long-sleeved tuck-in shirt, and a black neck tab. (For accessories and other items authorized for wear on the class A green service uniform see para 16-11.)

b. The class B green uniform consists of the Army green skirt or slacks and an AG shade 415 long- or short-sleeved tuck-in shirt. Soldiers will wear a black neck tab with the long-sleeved AG shade 415 shirt when it is worn without the class A coat, as an outer garment. (See para 16-11 for accessories and other items authorized for wear with the class B uniform.)

c. The Army green dress uniform (authorized for enlisted personnel only) consists of the Army green coat and skirt, white shirt with black neck tab, and black service pumps. The black beret is authorized for wear with this uniform. When the enlisted Army green dress uniform is worn for evening social occasions (after retreat), headgear is not required. Combat boots, oxford shoes, and organizational items, such as brassards and MP accessories, are not authorized for wear with the enlisted Army green dress uniform. All other accessories and insignia that are authorized for wear with the class A service uniform are authorized for wear with the enlisted Army green dress uniform (see para 16-11 below).

16-3. Classification

The Army green service uniform is a clothing bag issue item. The Army green dress uniform is an optional dress uniform for enlisted personnel when worn with the skirt and white shirt with black neck tab. The beret is an organizational issue item. DA Pam 710-2-1 governs turn-in and reissue of the beret.

16-4. Occasions for wear

a. The Army green service uniform (class A) and authorized variations (class B) are authorized for wear by all female personnel when on duty, off duty, or during travel. These uniforms also are acceptable for informal social functions after retreat, unless the host prescribes other uniforms.

b. The following are appropriate occasions for enlisted personnel to wear the Army green dress uniform.

(1) At social functions of a private or official nature either before or after retreat, and while in transit to and from such functions. Otherwise, it is not authorized for travel.

(2) When designated by the host.

16-5. Materials

a. The mandatory date for possession of the materials described in paragraph 16-5*b*, below, is extended until 1 Oct 2003. Until that time, females are authorized to wear the green service uniform components in AG shades 344 (poly/wool) and 434 (polyester).

16-6. Coat, Army green

a. Design. The coat will be made from an approved specification or pattern.

b. General description. The coat is a single-breasted, four-button, hip-length coat, with two slanted, flap front pockets, button-down shoulder loops, a notched collar, and side-body construction.

c. Coat sleeve ornamentation.

(3) Enlisted personnel. The sleeve is plain.

16-7. Slacks, Army green

a. Design. The slacks will be made from an approved specification or pattern.

b. General description.

(1) The slacks are straight legged, have a zipper front closure on the center front with a button fly tab, and two side pockets. These slacks are authorized for wear until 30 September 2003.

(2) Newly designed slacks replace the older style as of 1 October 2003. The newer design incorporates belt loops and a non-slip waistband. When wearing the slacks with belt loops with the tuck-in versions of the AG shade 415 blouse, personnel will wear a 1-inch black web belt with brass tip, and a 1 1/8 inch yellow brass buckle. Soldiers are not required to wear a belt when wearing the new style slacks with the overblouse version of the AG shade 415 blouse.

c. Slack leg ornamentation. Ornamental braid is sewn on each outside seam of the slack leg, from the bottom of the waistband to the bottom of the slack leg, as follows:

(3) Enlisted personnel. The slack leg is plain.

16–8. Skirt, Army green

a. Design. The skirt will be made from an approved specification or pattern.

b. General description.

(1) The skirt is knee length, slightly flared, with a waistband and zipper closure on the left side. This skirt is authorized for wear until 30 September 2003.

(2) A newly designed skirt replaces the older style, as of 1 October 2003. The new design skirt is tapered and incorporates a non-slip waistband, back zipper closure, back open (kick) pleat, two darts each in the front and back; it is fully lined.

16–9. Shirts, long- and short-sleeved

a. The clothing bag (issue) shirt is a pre-cured, durable press, 65/35 polyester and cotton broadcloth shirt, AG shade 415, in short- and long-sleeved versions. The shirt is a tuck-in design with front princess seams, a convertible collar, and shoulder loops. The collar and shoulder loops have fusible interlinings, and the collar has stays.

b. Optional purchase shirts. Soldiers are authorized to wear the optional purchase polyester/wool (AG shade 469) and polyester/cotton (AG shade 415) short- and long-sleeved overblouse shirts. This shirt is a semi-fitted, hip-length, overblouse style shirt with front princess seams, and a three-piece back. The shirt has shoulder loops, a convertible collar, and a six-button front. The collar and shoulder loops have fusible interlinings and the collar has stays. In accordance with care instructions provided on the shirts, soldiers may not starch or bleach the AG shades 415 or 469 shirts.

c. Soldiers are authorized to wear the short- and long-sleeved shirts with the class A coat, black unisex pullover and cardigan sweaters, and the windbreaker.

(1) Soldiers must wear the black neck tab when wearing the short- or long-sleeved shirt with the class A coat, or when wearing the long-sleeved shirt as an outer garment (without the class A coat). Soldiers have the option of wearing the neck tab with the short-sleeved shirt when it is worn as an outer garment.

(2) Soldiers have the option of wearing a neck tab when they wear the short- or long-sleeved shirts with the pullover sweater or cardigan sweaters. If a neck tab is worn with the pullover or cardigan sweaters, soldiers will wear the collar of the shirt inside the sweater. If no neck tab is worn with the pullover sweater, the collar is worn outside. If no neck tab is worn with the cardigan sweater, soldiers may wear the collar inside or outside the sweater. Soldiers may wear the cardigan sweater buttoned or unbuttoned while indoors, but they must button it when outdoors.

16–10. Headgear

a. Beret (para 3–2b(1)). (See figs 16–3 and 16–4.)

b. Garrison cap, Army green. (See figs 16–2 and 16–6.)

(1) Design. The cap will be made from an approved specification or pattern.

(2) Ornamental braid. Garrison cap braid refers to the piping that is secured to the tip edge of the curtain of the garrison cap and that is used for additional identification purposes. Descriptions of the type of braid used on the garrison cap follow.

(d) Enlisted personnel. The cap has a cord edge braid of the same material as the cap, in AG shade 489 or 491.

(3) Wear. The beret became the standard headgear for class A and B Army green service uniforms, and the enlisted Army green dress uniform, on 14 June 2001. Therefore, only soldiers in initial training categories, or

soldiers who have not been issued the black beret will wear the garrison cap with the class A and B Army green service uniforms. In those cases where beret sustainment levels are not sufficient for turn-in and reissue of unserviceable berets, the commander can authorize the temporary wear of the garrison cap until the beret can be replaced.

(4) Proper wear position.

(a) See para 3–5 for wear policy on the beret.

(b) The garrison cap is worn with the front vertical crease of the cap centered on the forehead, with the front lower portion of the cap approximately 1 inch above the eyebrows (approximately the width of the first two fingers). The top of the cap is opened to cover the crown of the head. The bottom of the rear vertical crease will fit snugly to the back of the head. Hair will not be visible on the forehead below the front bottom edge of the cap.

16–11. Items normally worn with the Army green uniform

a. Accessories. The following accessories are worn with the Army green uniform.

(1) Belt, black web, 1–inch, with brass tip (para 27–2b).

(2) Boots, combat, leather, black (only when bloused slacks are authorized; not authorized with the enlisted Army green dress uniform) (para 27–3).

(3) Buckle, solid brass, 11/8 inch (para 27–2d).

(4) Buttons (para 27–4).

(5) Cap, service, cold weather, AG shade 489 (only when wearing the black all-weather coat or black windbreaker) (para 27–5).

(6) Chaplain’s apparel (para 27–7).

(7) Coat, black, all weather (para 27–8).

(8) Gloves, black, leather, unisex, dress (only when worn with the class A, enlisted Army green dress uniform, black all-weather coat, or windbreaker) (para 27–12b).

(9) Handbags.

(a) Black, clutch type, optional purchase (para 27–13a).

(b) Black, shoulder (para 27–13d).

(10) Hat, drill sergeant (not authorized with Army green dress uniform) (para 27–14a).

(11) Judge’s apparel (para 27–15).

(12) Military police accessories (not authorized with the enlisted Army green dress uniform) (para 27–16).

(13) Scarf, black (only with black all-weather coat or windbreaker) (para 27–21a)

(14) Shirt, white (only with enlisted Army green dress uniform) para 27–22a).

(15) Shoes.

(a) Oxford, black (not authorized with the enlisted Army green dress uniform) (para 27–23a).

(b) Pumps, black (para 27–23f).

(16) Socks.

(a) Black, cushion sole (worn with boots only) (para 27–24a).

(b) Black, dress (authorized only with the slacks) (para 27–24b).

(17) Stockings, sheer (para 27–24d).

(18) Sweater, unisex cardigan, black (para 27–26a).

(19) Sweater, pullover, black (para 27–26c).

(20) Umbrella, black (para 27–27).

(21) Undergarments (para 27–29).

(22) Windbreaker, black (only with class B uniform) (para 27–30).

b. Insignia, awards, badges, and accouterments worn on the Army green uniforms (class A and B) and the enlisted Army green dress uniform; note exceptions.

(1) Aiguillette, service (officers only) (not authorized on the class B uniform) (para 28–25).

(2) Brassards (not authorized on the enlisted Army green dress uniform) (para 28–29).

(3) Branch of service scarves (not authorized on the enlisted Army green dress uniform) (para 28–20).

(4) Fourragere/lanyard (not authorized on the class B uniform) (para 29–11).

- (5) Branch insignia (not authorized on the class B uniform) (paras 28–10 and 28–12*a*).
 - (6) U.S. insignia (not authorized on the class B uniform) (para 28–4).
 - (7) Insignia of grade (paras 28–5, 28–6, and 28–7).
 - (8) Headgear insignia (para 28–3).
 - (9) Distinctive unit insignia (DUI) (not authorized on the enlisted Army green dress uniform and the class B uniform) (para 28–22).
 - (10) Regimental distinctive insignia (RDI) (para 28–23).
 - (11) Combat leaders identification (not authorized on the class B uniform or the enlisted Army green dress uniform) (para 28–21).
 - (12) OCS/WOC insignia (paras 28–14 and 28–15).
 - (13) Shoulder sleeve insignia, current organization, full color (not authorized on the class B uniform) (para 28–16).
 - (14) Shoulder sleeve insignia, former wartime service, full color (not authorized on the class B uniform) (para 28–17).
 - (15) Nameplate (para 28–24*c*).
 - (16) Organizational flash (para 28–31*a*).
 - (17) Airborne background trimming (para 28–31*b*).
 - (18) Overseas service bars (not authorized on the class B uniform) (para 28–28).
 - (19) Service stripes (enlisted personnel only; not authorized on the class B uniform) (para 28–27).
 - (20) Decorations and service medal ribbons (soldiers may not wear miniature medals on the enlisted Army green dress uniform; they may wear full-size or miniature medals on the class B uniform) (paras 29–7, 29–8, and 29–9).
 - (21) Unit awards (para 29–11).
 - (22) U.S. badges (identification, marksmanship, combat, and special skill) (cloth special skill and marksmanship badges and tabs are not authorized on the class B uniform; full, miniature, and dress miniature badges are authorized on the class B uniform) (paras 29–13, 29–16, 29–17, and 29–18).
 - (23) Foreign badges (para 29–19).
- c.* Insignia authorized for wear with the class B uniform.
- (1) Same as paragraph 16–11*b*, except that the DUI, branch and U.S. insignia, sew-on insignia, and combat leaders identification are not authorized for wear.
 - (2) The DUI is authorized for wear on the black pullover sweater. If no DUI is authorized, then the RDI is worn (para 28–23*b*(2)). Recruiters will wear the recruiting badge in lieu of the DUI or RDI.

16–12. General guidelines

a. The Army green service uniforms are intended for wear during most duty, non-field, or utility occasions, and for travel and off-duty purposes. While both the class A and B uniforms are authorized for year-round wear, the appropriate uniform is worn based on weather conditions, duties, and the formality of the occasion. When a specific service uniform is not prescribed for formations or other occasions when uniformity in appearance is not required, soldiers may wear the class A or any of the variations of the class B uniform, with the accessories authorized for these uniforms.

b. Soldiers will not wear those awards and decorations on the AG shade 415 shirt that they cannot wear properly because of size or configuration. Commanders will not require the wear of optional items, such as windbreakers or sweaters, unless such items are provided to the soldier without cost.

c. Soldiers may purchase and wear the Army green service uniform in any of the authorized fabrics listed in paragraph 16–5. However, individuals who purchase uniforms or uniform items from commercial sources are responsible for ensuring that the items conform to military specifications, or are manufactured in accordance with the procedures prescribed by the uniform quality control program (see chapter 2 for details). Only those alterations authorized by AR 700–84 and TM 10–227 are authorized. General fitting instructions for these uniforms are provided in chapter 1 of this regulation.

d. When soldiers wear these uniforms with the tuck-in version of the shirt, they will tuck the shirt into the slacks or skirt. When tucked into the slacks, the shirt edge is aligned with the front fly opening, so the outside edge of the belt buckle forms a straight “gig line.” The overblouse version of the shirt is worn outside the slacks or skirt. Only soldiers authorized to wear the tan, green, or maroon berets, those assigned to Air Assault coded positions, and MPs performing MP duties may wear bloused slacks with black leather combat boots.

Chapter 28

Wear of Insignia and Accouterments

28–1. General

- a.* This regulation, CTA 50–900, and special authorization by HQDA specify the only items of insignia that personnel may wear on any of the U.S. Army uniforms.
- b.* The insignia worn by military personnel designates grade, branch, organization, duty assignments, and prior Army service.
- c.* When authorized by the commander, members of honor guards, color guards, and similar details will wear the prescribed uniform with authorized accouterments and those accessories authorized in CTA 50–900 (see para 2–6e).
- d.* Personnel will submit all requests for insignia designs to The Institute of Heraldry, U.S. Army, 9325 Gunston Road, Room S112, Fort Belvoir, VA 22060–5579.

28–2. General description

- a.* Material. Insignia will meet the approved military specifications and conform to proper color designation (gold, silver, or subdued). Officers may wear embroidered insignia in lieu of non-subdued metal insignia on mess and evening mess uniforms. All personnel may wear either subdued embroidered cloth insignia or subdued metal insignia on utility uniforms; they may not mix the two. Subdued embroidered insignia is on a cloth backing and will not be embroidered directly on the uniform. Personnel may not wear embroidered, sew-on subdued insignia on organizational items, unless otherwise specified in this regulation. Subdued, embroidered insignia for woodland camouflage uniforms is black block lettering or appropriate design, on olive-green cloth backing. For desert camouflage uniforms, it is spice-brown block lettering, or appropriate design, on khaki cloth backing.
- b.* Attachment. Personnel will attach insignia on the uniform so that it rests firmly without turning. Soldiers will ensure that embroidered cloth insignia is sewn on the uniform so the stitching blends inconspicuously with the background material.

28-3. Headgear insignia

a. Garrison cap, Army green, male and female.

(2) Enlisted personnel wear their DUI on the garrison cap, centered vertically on the left curtain, 1 inch from the front crease (see fig 28-2).

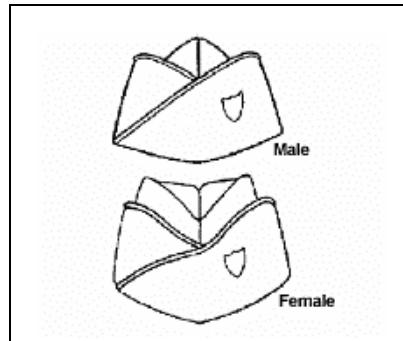


Figure 28-2. Garrison cap, enlisted, DUI

b. Service cap, Army blue and white; and drill sergeant hat, male personnel. Male personnel wear the following insignia, secured through the front eyelet, on the service caps and drill sergeant hat.

(4) Enlisted personnel. The insignia is a plain, gold-colored disk, 1 1/2 inches in diameter, with a gold-colored metal coat of arms of the United States attached to the disk (see fig 28-7).



Figure 28-7. Service cap insignia, enlisted, male

c. Service hat, Army blue, and white; and drill sergeant hat, female personnel. Female personnel wear the headgear insignia centered on the hatband of the service hat. On the drill sergeant hat, the insignia is worn centered between the top of the hat and the hatband.

(3) Enlisted personnel. The insignia is the coat of arms of the United States, within a ring that is 1 3/4 inches in diameter, in gold-colored metal (see fig 28-8).



Figure 28-8. Service cap insignia, enlisted female

d. Cold-weather cap, AG 489. Because of the thickness of the fur pile, headgear insignia worn on the cap must have a center post and screw. Therefore, all soldiers will wear the male headgear insignia on the cold-weather cap (see fig 27-3).

e. Beret, black/tan/green/maroon. Personnel will wear the following insignia on berets:

(1) Airborne, Ranger, and Special Forces soldiers wear their distinctive flashes on their berets. All other soldiers wear the Army flash on the black beret, unless authorization for another flash was granted before implementation of the black beret as the standard Army headgear (see para 3-5a(3)). The flash is sewn centered on the stiffener of the beret, with non-contrasting thread (see fig 28-9).

(3) Enlisted personnel wear their DUI centered on the flash. Soldiers assigned to units without a DUI wear the regimental distinctive insignia (RDI) on the flash. (see fig 28-11).

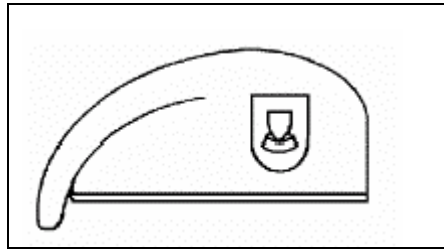


Figure 28-11. Beret with flash, enlisted

f. Cap, organizational, baseball-style. Personnel will wear non-subdued grade insignia on the front of the cap, centered left to right and top to bottom (see fig 28-12).

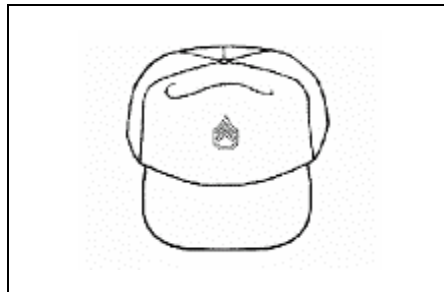


Figure 28-12. Organizational baseball cap, enlisted

g. Helmet liner and helmet camouflage cover. Only the insignia prescribed below is authorized for wear on the helmet liner or helmet camouflage cover, as indicated. Personnel will not alter the color of the helmet except for safety or training requirements.

(1) All personnel, except chaplains, wear their subdued grade insignia centered on the front of the camouflage cover, approximately 2 1/2 inches up from the bottom rim. Subdued pin-on or embroidered sew-on grade insignia is authorized for wear on the camouflage cover. Commanders may not require enlisted soldiers to attach embroidered grade insignia, unless it is issued and attached without cost to the soldier (see fig 28–13). Chaplains wear their subdued branch insignia, in lieu of grade insignia. Wear of nametapes or the use of other means to apply names to helmet bands is determined by the commander and is provided to soldiers at no cost.



Figure 28–13. Helmet cover with rank insignia

(2) Military Police (MP) personnel. Military Police may have the letters “MP” in white, centered on the front of the helmet liner, 1 1/2 inches up from the bottom rim (see fig 28–14). On helmets with camouflage covers, MP personnel are authorized to have the letters “MP” in black, 1 1/2 inches up from the rim. Personnel will center their grade insignia 1/2–inch above the white or black “MP” letters. Helmets also must have a painted stripe, 1 1/4 inches wide and 2 inches up from the bottom rim, parallel to the rim and following the contour of the helmet liner. As an option, MP personnel may wear the numerical designation of their unit and distinctive unit insignia over the left and right ears, respectively, centered on the painted stripe. Personnel will wear the following color stripes on the helmet liner.

h. Woodland and desert camouflage patrol (formerly the BDU and DBDU) caps, desert camouflage hat, and coldweather utility caps.

(1) Enlisted personnel wear subdued grade insignia on the patrol caps, the desert patrol hat, and cold-weather utility caps. The grade insignia is centered on the front of the headgear left to right, and top to bottom (see fig 28–18).

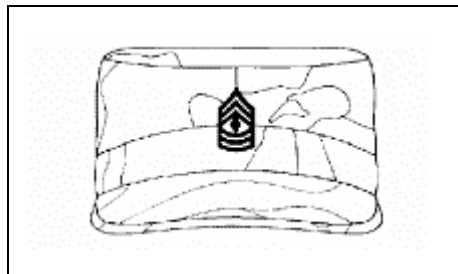


Figure 28–18. Patrol cap insignia, enlisted

(2) Grade insignia (branch insignia for chaplains) is centered on the front of the headgear left to right, and top to bottom; no other insignia is worn on the headgear listed above (see fig 28–19).

28-4. U.S. insignia

b. Enlisted personnel.

(1) Description. The enlisted U.S. insignia consists of the block letters “U.S.” in gold-colored metal, $\frac{7}{16}$ inch in height, with each letter followed by a period. The “U.S.” is placed on a 1-inch diameter disk in gold-colored metal (see fig 28-24).

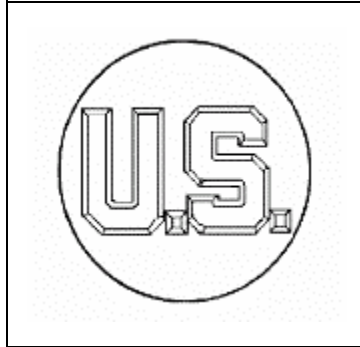


Figure 28-24. U.S. insignia, enlisted

(2) How worn.

(a) All male enlisted personnel except basic trainees. On the Army green, white, and blue uniform coats, the bottom of the U.S. insignia disk is placed approximately 1 inch above the notch, centered on the right collar, with the centerline of the insignia parallel to the inside edge of the lapel (see fig 28-25).

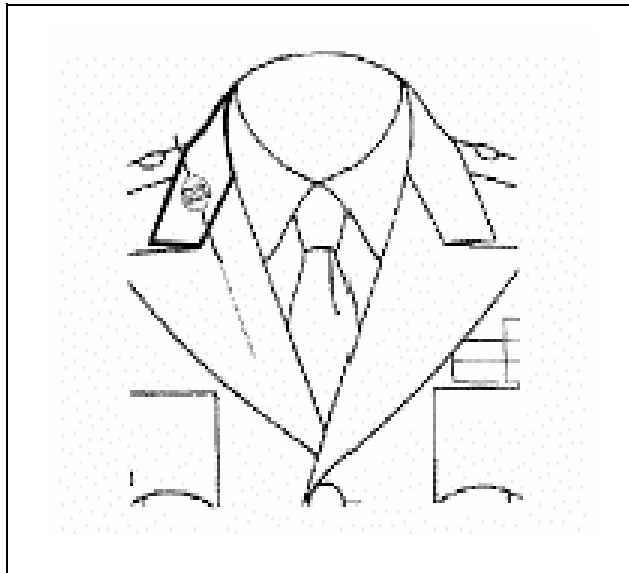


Figure 28-25. Wear of U.S. insignia, male

(b) All female enlisted personnel except basic trainees. There are two versions of the white and blue uniform coats: the old version produced prior to 10 August 1992, and the new version produced after that date. On the old version of the white and blue uniform coats, the bottom of the U.S. insignia disk is centered approximately 1 inch above the notch on the right collar, with the centerline of the insignia bisecting the notch, and parallel to the inside edge of the lapel (see fig 28-26). On the new versions of the white and blue uniform coats, and on the Army green coat, the bottom of the U.S. insignia disk is centered on the right collar, approximately $\frac{5}{8}$ inch up from the collar and lapel seam, with the centerline of the insignia parallel to the inside edge of the lapel (see fig 28-27).



Figure 28–27. Wear of U.S. insignia, enlisted, female, Army green uniform and new version blue and white

(c) Basic trainee personnel. The U.S. insignia is worn on both collars in the same manner as described for enlisted male and female personnel above. Upon award of their primary military occupational specialty (PMOS), trainee personnel will wear the appropriate branch insignia on the left collar, in accordance with paragraphs 28–12a(2) and (4), below.

c. CID special agents. When wearing utility uniforms, special agents of the CID (MOS 95D and 311A) may wear the subdued U.S. insignia in lieu of insignia of rank, as directed by the Commanding General, U.S. Army Criminal Investigation Command.

(1) Description. The subdued U.S. insignia consists of the block letters “U.S.” in black-colored metal, 7/16 inch in height, with each letter followed by a period.

(2) How worn.

(a) Utility shirts. The insignia is worn centered horizontally on the left and right collars, 1 inch up from the lower edge.

(b) Cold-weather coat. The insignia is worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam, with the bottom edge of the insignia facing the shoulder seam.

(c) Patrol (formerly BDU) caps. The insignia is worn centered on the front of the cap, left to right, and top to bottom.

(d) Helmet camouflage covers. The insignia is worn centered on the front of the cover, approximately 2 1/2 inches up from the bottom rim.

28–7. Grade insignia for enlisted personnel

a. Non-subdued, sew-on grade insignia for ranks other than specialist.

(1) Large insignia. The large, embroidered, sew-on grade insignia is goldenlite color. The width of each chevron and arc is 5/16–inch, with a 3/16–inch space between each chevron and each arc. The insignia has a background in Army green, blue, or white cloth, 3 inches wide, which provides a 1/8–inch edging around the entire insignia. The lowest chevron joins the topmost arc at each side of the insignia.

(2) Small insignia. The small, embroidered, sew-on grade insignia is goldenlite color. The width of each chevron and arc is 1/4 inch with a 5/32–inch space between each chevron and each arc. The insignia has a background of Army green, blue, or white cloth, 2 1/2 inches wide, which provides a 1/8–inch edging around the entire insignia. The lowest chevron joins the topmost arc at each side of the insignia. (Note: The old “female” size insignia is no longer authorized for wear.)

(3) Description. A description of enlisted grades follows.

(a) The Sergeant Major of the Army: three chevrons above three arcs, with the eagle from the Great Seal of the United States centered between two five-pointed stars centered horizontally between the chevrons and arcs (see fig 28–48).

Figure 28–48. Insignia of grade, sergeant major of the Army

(b) Command sergeant major: three chevrons above three arcs, with a five-pointed star within a wreath between the chevrons and arcs (see fig 28–49).

Figure 28–49. Insignia of grade, command sergeant major

(c) Sergeant major: three chevrons above three arcs, with a five-pointed star between the chevrons and arcs (see fig 28–50).

Figure 28–50. Insignia of grade, sergeant major

(d) First sergeant: three chevrons above three arcs, with a pierced lozenge between the chevrons and arcs (see fig 28–51).

Figure 28–51. Insignia of grade, first sergeant

(e) Master sergeant: three chevrons above three arcs (see fig 28–52).

Figure 28–52. Insignia of grade, master sergeant

(f) Sergeant first class: three chevrons above two arcs (see fig 28–53).

Figure 28–53. Insignia of grade, sergeant first class

(g) Staff sergeant: three chevrons above one arc (see fig 28–54).

Figure 28–54. Insignia of grade, staff sergeant

(h) Sergeant: three chevrons (see fig 28–55).

Figure 28–55. Insignia of grade, sergeant

(i) Corporal: two chevrons (see fig 28–56).

Figure 28–56. Insignia of grade, corporal

(j) Private first class: one chevron above one arc (see fig 28–57).

Figure 28–57. Insignia of grade, private first class

(k) Private (E–2): one chevron (see fig 28–58).

Figure 28–58. Insignia of grade, private, E–2

(l) Private (E–1): no insignia.

b. Non-subdued, sew-on grade insignia for specialist.

(1) Large insignia. The large embroidered, sew-on grade insignia is goldenlite in color, shaped like an inverted chevron at the bottom, with an eagle device in the center. The insignia has a background of Army green, blue, or white cloth, 27.8 inches wide, which provides a 1/8–inch edging around the entire insignia (see fig 28–59).

Figure 28–59. Insignia of grade, specialist

(2) Small insignia. The small embroidered, sew-on grade insignia is goldenlite, shaped like an inverted chevron at the bottom, with an eagle device in the center. The insignia has a background of Army green, blue, or white cloth, 2 1/2 inches wide, which provides a 1/8–inch edging around the entire insignia (see fig 28–59).

Note. The old “female” size insignia is no longer authorized for wear.

c. Non-subdued pin-on grade insignia for enlisted personnel. Polished brass, pin-on grade insignia for all enlisted personnel is identical in design to the non-subdued grade insignia described above, except that the width of each chevron and arc is 3/32 inch, with a 1/16–inch open space between the chevrons and arcs (see fig 28–61).

Figure 28–61. Pin-on insignia of grade, enlisted

d. Subdued pin-on grade insignia for enlisted personnel. Subdued metal pin-on grade insignia is identical to the nonsubdued pin-on grade insignia described above, except the insignia has a dull, flat black finish.

e. How worn.

(1) Non-subdued grade insignia, sew-on.

(a) Enlisted non-subdued cloth grade insignia is sewn on each sleeve of the Army green, blue, and white uniform coats, and on each sleeve of the mess and evening mess jackets. Insignia with a green background is worn on the Army green uniform coat; insignia with a white background is worn on the white uniform coat, and on the white mess and white evening mess jackets. Insignia with a blue background is worn on the Army blue coat, and on the blue mess and blue evening mess jackets. Enlisted personnel may wear either the large- or small-size insignia.

(b) The insignia is worn centered between the shoulder seam and elbow on all uniform coats. When the position of the shoulder sleeve insignia (SSI) does not allow for proper placement of the grade insignia as stated above, the grade insignia is placed 1/2 inch below the SSI, on the left or right side of the coat, as applicable (see fig 28–60).

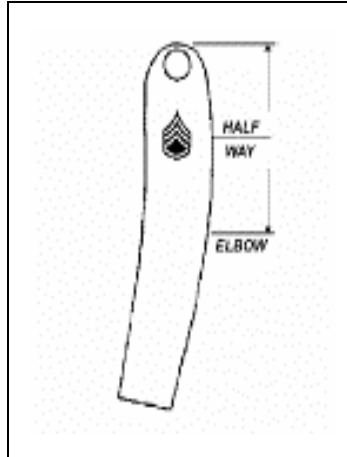


Figure 28–60. Wear of sew-on insignia of grade, enlisted

(2) Non-subdued grade insignia, pin-on.

(a) All enlisted personnel will wear non-subdued, pin-on grade insignia on the black all-weather coat and the windbreaker. All hospital and food service enlisted personnel will wear non-subdued, pin-on, insignia on the hospital duty and food service utility uniforms. All specialists and below will wear the non-subdued, pin-on grade insignia on the AG 415 shirt.

(b) Personnel will wear the non-subdued pin-on insignia centered on both collars, with the centerline of the insignia bisecting the points of the collar, 1 inch up from the collar point (see fig 28–62).

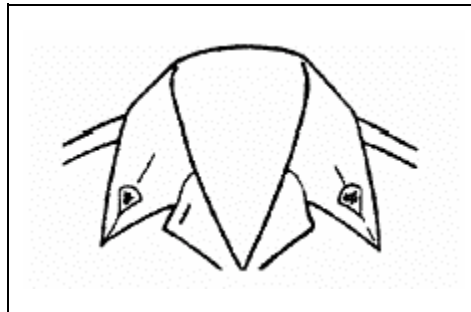


Figure 28–62. Wear of pin-on insignia of grade on collars, subdued and non-subdued

(3) Subdued grade insignia.

(a) All enlisted personnel will wear subdued grade insignia on utility uniforms, the cold-weather coat, and on the ECWCS (Gortex) parka. On utility uniforms and the cold-weather coat, the insignia is worn centered on the collar so that the centerline of the insignia bisects the points of the collar, and the bottom of the insignia (not the cloth backing, if sew-on insignia is worn) is positioned 1 inch up from the collar point. On the ECWCS parka, the subdued insignia is worn centered on the front tab of the parka. Wear of the cloth rank insignia tab on the front tab of the ECWCS parka is authorized, as described in paragraph 28–8c, below.

(b) Personnel may wear pin-on or sew-on, embroidered or woven, subdued grade insignia on the uniforms described above. Only subdued pin-on grade insignia is worn on organizational clothing unless otherwise specified in this regulation. Personnel may not mix pin-on and sew-on grade insignia on the uniform. However, if personnel wear sew-on insignia on the shirts, they may wear pin-on insignia on the field jacket or headgear, and vice versa (see fig 28–63).

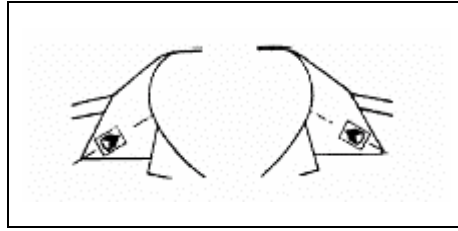


Figure 28-63. Wear of embroidered insignia of grade on collars

28-8. Other grade insignia

a. Shoulder marks.

(2) Enlisted personnel. Shoulder marks for enlisted personnel are black with grade insignia embroidered 5/8 inch from the lower end of the shoulder mark (see fig 28-65).

(3) Sizes. Shoulder marks come in two sizes to accommodate differences in the manufacturing of shoulder loops on shirts and sweaters. All personnel may wear either size of the shoulder marks. The shoulder mark fits the shoulder loop properly when the Velcro attachments or buttons are completely exposed, enabling exact alignment of the Velcro hook and pile attachments, or fastening of buttons.

(a) Large. The large shoulder mark is 2 1/8 inches wide at the base and 4 1/4 inches in length, tapering to 1 3/4 inches wide at the top.

(b) Small. The small shoulder mark is 2 1/8 inches wide at the base and 3 1/4 inches in length, tapering to 1-25/32 inches wide at the top.

(4) How worn. Shoulder marks are worn by all personnel in the rank of corporal and above on the shoulder loops of the AG 415 shirt, the AG 415 maternity shirt, the black unisex cardigan, and the black pullover sweater. When the tunic is worn, pregnant soldiers will button the shoulder loop of the AG 415 maternity shirt over the top of the tunic shoulder piece, so the shoulder mark is visible.

28-9. Branch insignia—authority for

j. Enlisted personnel. All enlisted personnel will wear the branch insignia of their PMOS, with the following exceptions.

(1) Basic trainees will wear the U.S. insignia on both collars; they will not wear branch insignia (see para 28-4b(2)(c)).

(2) Noncommissioned officers in authorized Inspector General MTOE or TDA positions will wear the Inspector General insignia.

(3) Command sergeants major will wear command sergeant major collar insignia in lieu of branch insignia.

(4) The Sergeant Major of the Army (SMA) will wear SMA insignia in lieu of branch insignia.

28-10. Branch insignia

a. Regimental collar insignia.

(1) Regimental collar insignia is the soldier's branch insignia on which the numerical designation of the regiment is affixed. Regimental collar insignia is worn in lieu of the branch insignia by officer and enlisted soldiers affiliated with infantry, armor, field artillery, air defense artillery, cavalry, special forces, or aviation regiments. Soldiers affiliated with these regiments also will wear the regimental collar insignia when not assigned to the regiment, except as provided in paragraph 28-9, above. A soldier affiliated to a regiment but having a branch other than the currently assigned branch will wear the assigned branch insignia without a numeral. Soldiers will not wear numerals designating battalions on regimental collar insignia. Regimental collar insignia is locally procured and furnished as an organizational item to affiliated enlisted soldiers. Commanders will permit enlisted soldiers who are affiliated with the regiment to retain regimental collar insignia when reassigned from the affiliated regiment.

(2) The regimental number for the combat arms branches is positioned as shown in figure 28-176. For armor, cavalry, special forces, infantry, aviation and field artillery officer branches, personnel may wear the regimental number as a separate item, positioned in the same location as illustrated for the one-piece insignia.

Figure 28–176. Regimental numbers attached to insignia

b. Branch insignia. Soldiers not affiliated with an infantry, armor, field artillery, air defense artillery, cavalry, special forces, or aviation regiment, except as provided for in paragraph 28–9, above, wear appropriate branch insignia. As an option, soldiers who are not affiliated with one of the above regiments, but who are assigned to a color-bearing regiment or separate TOE battalion of their branch, may wear the branch insignia with the numerical designation of the battalion or regiment affixed, when approved by the MACOM. Numerals are 1/4 inch for officers and 3/16 inch for enlisted soldiers. All optional branch insignia are authorized for wear only while personnel are assigned to the designated unit. Soldiers will not purchase optional branch insignia using appropriated funds. Commanders will not require soldiers to purchase optional branch insignia. Listed below are the branch insignia authorized for wear:

(1) Adjutant General's Corps. The officer branch insignia is a silver-colored shield 1 inch in height, with a chief of blue upon which there are 1 large and 12 small silver stars, and 13 vertical stripes, 7 silver and 6 red. Enlisted personnel have the same design centered on a 1-inch disk in gold-colored metal (see fig 28–68).

Figure 28–68. Insignia of branch, Adjutant General's Corps

(2) Air Defense Artillery. The officer branch insignia is a missile surmounting two crossed field guns, in gold colored metal 1 1/8 inches in height. Enlisted personnel have the same design centered on a 1-inch disk in gold-colored metal (see fig 28–69).

Figure 28–69. Insignia of branch, Air Defense Artillery

(3) Armor. The officer branch insignia is the front view of an M-26 tank gun, slightly raised and superimposed on two crossed cavalry sabers in scabbards with the cutting edge up, 13/16-inch in height overall, in gold-colored metal. Enlisted personnel have the same design centered on a 1-inch disk in gold-colored metal (see fig 28–70).

Figure 28–70. Insignia of branch, Armor

(4) Army Medical Specialist Corps (officers only). The branch insignia is a gold-colored metal caduceus, 1 inch in height, with a 3/8-inch monogram consisting of the letter "S" in black enamel, superimposed upon the caduceus (see fig 28–71).

Figure 28–71. Insignia of branch, Army Medical Specialist Corps, officer

(5) Army Nurse Corps (officers only). The branch insignia is a gold-colored metal caduceus, 1 inch in height, with a 3/8-inch monogram consisting of the letter "N" in black enamel, superimposed upon the caduceus (see fig 28–72).

Figure 28–72. Insignia of branch, Army Nurse Corps, officer

(6) Command Sergeant Major collar insignia (enlisted personnel only). The branch insignia is the coat of arms of the United States on a 1-inch disk, in gold-colored metal (see fig 28–73).

Figure 28–73. Collar insignia, command sergeant major

(7) Aviation branch. The officer branch insignia is a vertical silver propeller between two horizontal gold wings, 1 1/8 inches in width. Enlisted personnel have the same design on a 1-inch disk in gold-colored metal (see fig 28–74).

Figure 28–74. Insignia of branch, Aviation

(8) Cavalry collar insignia. Officers and enlisted personnel assigned to cavalry regiments, cavalry squadrons, or separate cavalry troops are authorized to wear cavalry insignia in lieu of the branch insignia, when approved by the MACOM commander. The officer collar insignia is two crossed sabers in scabbards with the cutting edge up, 11/16 inch in height, in gold-colored metal. The enlisted collar insignia is the same design on a 1-inch disk in gold-colored metal (see fig 28–75).

Figure 28–75. Insignia of branch, Cavalry

(9) Chaplains (see fig 28–76).

Figure 28–76. Insignia of branch, Chaplain, officer

(a) Christian faith (officers only). The insignia is a silver-colored Latin cross, 1 inch in height.

(b) Jewish faith (officers only). The insignia is a silver-colored double tablet bearing Hebrew numerals from I to X, surmounted by two interlaced, equilateral triangles, 1 inch in height.

(c) Buddhist faith (officers only). The insignia is a silver-colored dharma cakra (8-spoked wheel), 1 inch in height.

(d) Muslim faith (officers only). The insignia is a silver-colored crescent moon.

(e) Chaplain's assistant collar insignia (enlisted personnel only). The insignia is a gold-colored pair of stylized hands enclosing a chapel with the door open, on a 1-inch disk (see fig 28–77).

Figure 28-77. Collar insignia, chaplain assistant, enlisted

(10) Chemical Corps. The officer insignia is a benzene ring of cobalt blue enamel, superimposed in the center of crossed gold-colored retorts, 1/2 inch in height and 1-13/16 inch in width overall. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-78).

Figure 28-78. Insignia of branch, Chemical Corps

(11) Civil Affairs. USAR. The officer branch insignia is a gold-colored globe, 5/8 inch in diameter, upon which is superimposed a torch of liberty, 1 inch in height, surmounted by a scroll and sword crossed in saltire. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-79).

Figure 28-79. Insignia of branch, Civil Affairs

(12) Corps of Engineers. The officer branch insignia is a gold-colored, triple-turreted castle, 11/16 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-80).

Figure 28-80. Insignia of branch, Corps of Engineers

(13) Dental Corps (officers only). The insignia is a gold-colored metal caduceus, 1 inch in height, with a 3.8-inch monogram consisting of the letter "D" in black enamel, superimposed upon the caduceus (see fig 28-81).

Figure 28-81. Insignia of branch, Dental Corps, officer

(14) Field Artillery. The officer branch insignia is two crossed field guns in gold-colored metal, 13/16 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-82).

Figure 28-82. Insignia of branch, Field Artillery

(15) Finance Corps. The officer branch insignia is a gold-colored metal diamond, 1 inch by 3/4 inch, with the short axis vertical. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-83).

Figure 28-83. Insignia of branch, Finance Corps

(16) General Staff (officers only). The insignia is the coat of arms of the United States, 5/8 inch in height, in gold-colored metal, superimposed on a five-pointed, silver-colored star, 1 inch in diameter. The shield consists of enamel stripes of white and red, with a chief of blue, and a blue glory (see fig 28-84).

Figure 28-84. Insignia of branch, General Staff, officer

(17) Infantry. The officer branch insignia is two gold-colored crossed muskets, 3/4 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-85).

Figure 28-85. Insignia of branch, Infantry

(18) Inspector General. The officer branch insignia is a sword and fasces, 3/4 inch in height, crossed and wreathed in gold-colored metal with the inscription "DROIT ET AVANT" (Right and Forward) in blue enamel, on the upper part of wreath. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-86).

Figure 28-86. Insignia of branch, Inspector General Corps

(19) Judge Advocate General's Corps. The officer branch insignia is a gold-colored sword and pen, crossed and wreathed, 11/16 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-87).

Figure 28-87. Insignia of branch, Judge Advocate General's Corps

(20) Medical Corps. The officer branch insignia is a gold-colored caduceus, 1 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-88).

Figure 28-88. Insignia of branch, Medical Corps

(21) Medical Service Corps (officers only). The branch of insignia is a silver-colored caduceus, 1 inch in height, with a 3/8-inch monogram consisting of the letters "MS" in black enamel, superimposed upon the caduceus (see fig 28-89).

Figure 28-89. Insignia of branch, Medical Service Corps, officer

(22) Military Intelligence. The officer branch insignia is a gold-colored metal dagger, point up, 1 1/4 inches overall in height, upon which there is a gold-colored metal heraldic sun composed of four straight and four wavy alternating rays, surmounted by a gold heraldic rose with dark blue enamel petals. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-90).

Figure 28-90. Insignia of branch, Military Intelligence

(23) Military Police Corps. The officer branch insignia is two crossed gold-colored metal pistols, 3/4 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28-91).

Figure 28-91. Insignia of branch, Military Police Corps

(24) National Guard Bureau (officers only). The branch insignia is two crossed gold-colored fasces superimposed on an eagle displayed with wings reversed, 3/4 inch in height (see fig 28-92).

Figure 28-92. Insignia of branch, National Guard Bureau, officer

(25) Ordnance Corps. The officer branch insignia is a gold-colored shell and flame, 1 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28–93).

Figure 28–93. Insignia of branch, Ordnance Corps

(26) Psychological Operations collar insignia (enlisted personnel only). The insignia is a Trojan horse with lightning bolts and two swords, on a 1-inch disk, in gold-colored metal (see fig 28–94).

Figure 28–94. Insignia of branch, Psychological Operations, enlisted

(27) Public Affairs collar insignia (enlisted personnel only). The insignia consists of a quill crossed with an electronic flash with a broadsword, on a 1-inch disk, in gold-colored metal (see fig 28–95).

Figure 28–95. Insignia of branch, Public Affairs, enlisted

(28) Quartermaster Corps. The officer branch insignia is a gold-colored sword and key crossed on a wheel surmounted by a flying eagle, with the felloe of the wheel set with 13 stars, 3/4 inch in height. The felloe of the wheel is blue enamel, and the hub center is red, edged with white. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28–96).

Figure 28–96. Insignia of branch, Quartermaster Corps

(29) Signal Corps. The officer branch insignia is two signal flags crossed, the dexter flag white with a red center, the other flag red with a white center, with staffs of gold and a flaming torch in gold-colored metal, upright at the center of the crossed flags, 7/8 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28–97).

Figure 28–97. Insignia of branch, Signal Corps

(30) Staff Specialist, ARNG and USAR (officers only). The branch insignia is a sword, 1 3/8 inches in length, laid horizontally across the upper part of an open book. Below the sword and across the lower corners of the book are two laurel branches crossed at the stems. The insignia is 13/16 inch in height, in gold-colored metal (see fig 28–98).

Figure 28–98. Insignia of branch, Staff Specialist, ARNG/USAR, officer

(31) Special Forces. The officer branch insignia is two crossed, gold-colored arrows, 3/4 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28–99).

Figure 28–99. Insignia of branch, Special Forces

(32) The Sergeant Major of the Army collar insignia. The insignia is a gold-colored shield, 3/4 inch in height, with the base divided diagonally from the upper left to the lower right. The upper part of the insignia is red and the lower part is white. The insignia consists of a silver five-pointed star surmounted by the coat of arms of the United States, in color, between two white five-pointed stars at the top, and two red five-pointed stars at the base. The shield is on a 1-inch disk, in gold-colored metal (see fig 28–100).

Figure 28–100. Collar insignia, Sergeant Major of the Army

(33) Transportation Corps. The officer branch insignia is a ship's steering wheel, upon which is superimposed a shield charged with a winged car wheel on a rail, all in gold-colored metal, 1 inch in height. Enlisted personnel have the same design on a 1-inch disk, in gold-colored metal (see fig 28–101).

Figure 28–101. Insignia of branch, Transportation Corps

c. Subdued branch insignia.

(1) All subdued branch insignia is of the same design and size as the non-subdued insignia described above, except they are black-colored enamel, or black embroidery on green background cloth, with the exception of the following.

Note. Variations of spice-brown embroidery on khaki cloth are used for desert insignia.

(a) Army Medical Specialist Corps, Nurse Corps, Dental Corps, Medical Corps, Medical Service Corps, and Veterinary Corps. The embroidered caduceus is black and the superimposed letters are olive-drab.

(b) General Staff. The embroidered star is black and the eagle is olive drab.

(2) Enlisted personnel do not wear branch insignia on field or utility uniforms, therefore, subdued enlisted branch insignia is not authorized.

d. Branch insignia signified on the lapel of mess and evening mess uniforms. The lapels of the male and female Army blue mess and evening mess jackets are made from rayon, acetate, or other synthetic fabric with a satin face, in the following colors.

28–12. Branch insignia—how worn

As used in this paragraph, the word “collar” refers to that part of the coat or shirt (around the neck) that forms a neckband and turnover piece. Bold borders on figs 28–21 through 28–27 depict the collar area. The word “lapel” is used when referring to the fold of the front of the coat that is a continuation of the collar, and which usually is separated by a notch in the collar.

a. Non-subdued branch insignia.

(1) Male enlisted personnel. On the Army green, blue, and white coats, enlisted males wear their branch insignia centered on the left collar, with the bottom of the disk approximately 1 inch above the notch, with the centerline of the insignia parallel to the inside edge of the lapel (see fig 28–121).

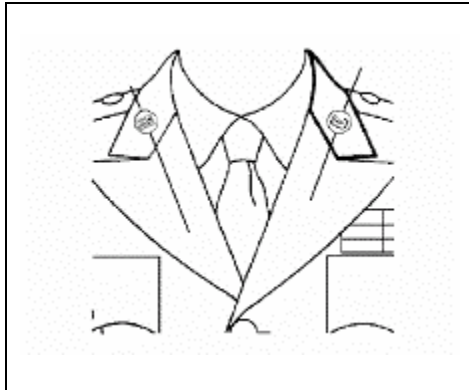


Figure 28–121. Wear of insignia of branch on the Army green, blue, and white uniforms, male enlisted

(4) Female enlisted personnel. On the old versions of the Army blue and white coats, enlisted females wear branch insignia on the left collar. The insignia is worn 1 inch above the notch and centered, with the centerline of the insignia bisecting the notch, and parallel to the inside edge of the collar (see fig 28–124). On the Army green coat and the new versions of the Army blue and white coats, enlisted females wear their branch insignia on the left collar. The insignia is worn so the bottom of the disk is centered between the outside point and inside edge of the collar, approximately 5/8 inch up from the notch, with the centerline of the branch insignia parallel to the inside edge of the lapel (see fig 28–125).

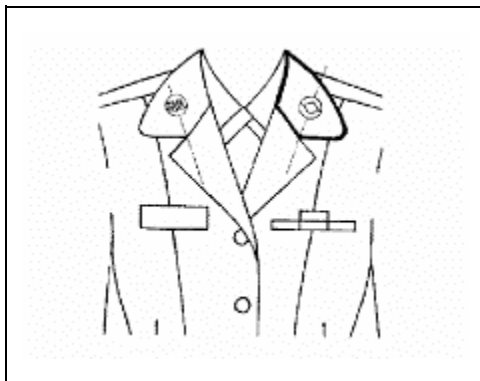


Figure 28–124. Wear of insignia of branch, enlisted female, on the old version Army blue and white uniforms



Figure 28–125. Wear of insignia of branch, enlisted female, on the Army green uniform and the new version blue and white uniforms

b. Subdued branch insignia.

(2) Enlisted personnel are not authorized to wear subdued branch insignia on Army uniforms.

28–16. Shoulder sleeve insignia-current organization

a. Authorization. Shoulder sleeve insignia (SSI) of a design approved by The Institute of Heraldry, U.S. Army, are authorized and prescribed for wear on the service uniforms of the following echelons.

(1) MACOMs (as defined by AR 10–5).

(2) Armies.

(3) Corps.

(4) U.S. Army Reserve Command.

(a) Regional support commands.

(b) U.S. Army Reserve commands

(5) Divisions.

(6) Separate TOE brigades (not organic to divisions).

(7) Separate regiments (not organic to a group, brigade, or division), except training support regiments/battalions, which will wear the SSI of the training support division to which assigned.

(8) General officer commands, USAR.

(9) U.S. Army element of unified commands.

(10) DA field operating agencies based on the following:

(a) An identifiable command structure.

(b) A valid justification in terms of unit mission, improving unit morale, and degree of unit permanency.

(c) At least 250 military personnel assigned to the organization.

(11) Other organizations, except U.S. Army garrisons, meeting the following criteria.

(a) An identifiable command structure.

(b) A valid justification in terms of unit mission, improving unit morale, and degree of unit permanency.

(c) At least 500 military personnel assigned to the organization.

b. Approval of design. Units meeting the criteria established above will submit requests for authorization of SSI through command channels, with a copy of permanent orders activating the unit, to: Director, The Institute of Heraldry, U.S. Army, 9325 Gunston Road, Room S112, Fort Belvoir, VA 22060–5579.

c. Provisional units. The authorization of SSI will not be granted for provisional units.

d. By whom worn. Personnel assigned to units not authorized SSI will wear the SSI of the command to which the unit is assigned. As an exception, personnel assigned to training support regiments/battalions will wear the SSI of the training support division to which assigned or aligned.

(1) MACOM commanders are authorized to permit, on a case-by-case basis, the wear of corps or separate brigade SSI by members of units attached to specific corps or separate brigades on a permanent basis. The term “permanent” applies to those units that are, have been, or expect to be attached for an extended period of time. Units that are temporarily attached for activation, training, and deployment are not considered permanently attached.

(2) Enlisted personnel attached to Headquarters Company, U.S. Army, who are assigned to or performing duty with HQDA staff agencies and offices of the Department of Defense, will wear the Headquarters Company, U.S. Army, SSI.

(3) The DA staff support SSI is worn by personnel assigned to DA field operating agencies, unless the agency is authorized an SSI within its own right.

(4) Personnel assigned to corps artillery, division artillery, division brigades, and division support commands will wear the SSI of the corps or division.

(5) Army personnel assigned or attached for duty with advisors to foreign governments, except Army attachés, will wear the U.S. Army Mission SSI.

(6) Individuals being transferred from one organization to another may continue to wear the insignia of the former unit until they report for duty at the new organization.

(7) Officer personnel assigned, and ARNG Title 10 Long-Tour Program officers attached to HQDA, will not wear SSI on the left sleeve. There is no SSI authorized for wear by officer personnel assigned or attached to HQDA. (See para (2), above, for insignia worn by enlisted personnel assigned to HQDA.)

(8) Army personnel assigned to a joint command, DOD, or federal agencies will wear the SSI designated for joint or DOD agencies, unless agencies are entitled to an SSI within their own right.

(9) ROTC program. Army personnel, and ARNG and USAR AGR personnel assigned as ROTC instructors will wear the Cadet Command SSI.

(10) Army National Guard.

(a) Members of the ARNG not in active Federal service will wear the SSI of the division, separate brigade, or separate cavalry regiment to which assigned, including brigades integrated into active Army divisions.

(b) Members of the ARNG assigned to the State Area Command (STARC), and its detachments (troop command, recruiting and retention, medical detachment, training sites, and support units) will wear the STARC SSI designed for that state (state, commonwealth, territory, or district). However, members of the Selective Service System (SSS) section will wear the SSS SSI.

(c) Assigned and attached staff and faculty members of ARNG activities that are part of the Total Army School System (TASS) will wear the ARNG TASS SSI. These activities include TASS regional training institute (RTI), brigades, regiments, battalions or squadrons, companies, batteries and troops, NCO academies, special training sites, the National Guard professional education center, and the National Guard marksmanship training unit.

(d) Members of ARNG units not authorized a distinctive SSI, other than those indicated in paragraphs (a), (b), or (c) above, will wear the insignia of their STARC.

(e) Army National Guard Title 10 Active Guard Reserve (AGR) Program. Army National Guard soldiers in this program will wear the SSI of the command, unit or agency to which attached, when one is authorized, except as indicated in paragraphs (7) or (8) above.

(11) United States Army Reserve.

(a) Units not authorized an organizational SSI that are assigned to a general officer command authorized an organizational SSI will wear the SSI of the general officer command, even though the general officer command may be assigned to a regional support command (RSC).

(b) Units not authorized an organizational SSI, but that are under the command of the U.S. Army Reserve Command, will wear the SSI of the U.S. Army Reserve Command.

(c) Units not authorized an SSI, but that are under the command of a general officer command that is authorized an SSI, will wear the insignia of the general officer command.

(d) Units assigned directly to a CONUS Army Headquarters and not authorized an SSI, or units under the command of a general officer command that is assigned directly to a CONUS Army Headquarters, will wear the insignia of the appropriate CONUS Army.

(e) Members of the Individual Ready Reserve (IRR) will wear the IRR SSI. Individual mobilization augmentees (IMAs) will wear the SSI of the organization to which designated. Personnel participating in the AGR or ROTC simultaneous membership programs will wear the SSI of commands, units, and agencies to which attached.

(12) Initial entry training (IET) soldiers who are in one of the following categories may wear organizational SSI:

(a) Army National Guard and USAR trainees will wear the insignia of their parent ARNG or USAR organization, as soon as they are issued uniforms. Their parent units will provide IET soldiers their SSI before they enter initial entry training.

(b) Unit-of-choice trainees are authorized to wear the insignia of the specific unit for which they enlisted.

(13) Reserve component units with WARTRACE alignments under the provisions of AR 11–30 may wear the SSI of the Active unit to which they are aligned, in lieu of their peacetime SSI, provided major RSC or state TAG, and MACOM commanders agree on such wear.

e. How worn.

(1) Non-subdued. All personnel will wear the non-subdued SSI of their current organization centered on the left sleeve, 1/2-inch below the top of the shoulder seam, on the coat of the Army green uniform. When the Ranger, Special Forces, or President's Hundred tab is worn, the tab is placed 1/2 inch below the top of the shoulder seam. The SSI is worn 1/4 inch below special skill or marksmanship tabs. If there is simultaneous wear of two tabs, the SSI remains at 1/4 inch below the tabs. Tabs that are an integral part of SSI, such as airborne or mountain, are worn directly above the SSI with no space between the insignia and tab. Personnel will not wear non-subdued SSI on uniforms other than those specified above (see fig 28–134).

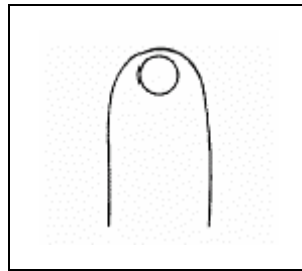


Figure 28–134. Wear of shoulder sleeve insignia, current organization

(2) Subdued. All personnel wear the subdued SSI on the temperate, hot-weather, enhanced hot-weather, aviation, and desert BDU; flight suit and flight jacket; combat vehicle crewman uniform; and the BDU field jacket. Personnel will not wear subdued SSI on hospital duty and food service uniforms. Positioning of the insignia is identical to the non-subdued insignia, covered above.

28–17. Shoulder sleeve insignia-former wartime service (SSI-FWTS)

a. General. Authorization to wear a shoulder sleeve insignia indicating former wartime service applies only to soldiers who are assigned to U.S. Army units that meet all the following criteria. Soldiers who were prior members of other Services that participated in operations that would otherwise meet the criteria below are not authorized to wear the SSI-FWTS. Wear is reserved for individuals who were members of U.S. Army units during the operations.

(1) The Secretary of the Army or higher must declare as a hostile environment the theater or area of operation to which the unit is assigned, or Congress must pass a Declaration of War.

(2) The units must have actively participated in, or supported ground combat operations against hostile forces in which they were exposed to the threat of enemy action or fire, either directly or indirectly.

(3) The military operation normally must have lasted for a period of thirty (30) days or longer. An exception may be made when U.S. Army forces are engaged with a hostile force for a shorter period of time, when they meet all other criteria, and a recommendation from the general or flag officer in command is forwarded to the Chief of Staff, Army.

(4) The Chief of Staff, Army, must approve the authorization for wear of the shoulder sleeve insignia for former wartime service.

b. Authorization. Authorization applies only to members of the Army who were assigned overseas with U.S. Army organizations during the following periods.

(1) World War II: between 7 December 1941 and 2 September 1946, both dates inclusive.

(2) Korea: between 27 June 1950 and 27 July 1954, both dates inclusive. Also from 1 April 1968 to 31 August 1973, for those personnel who were awarded the Purple Heart, Combat Infantryman badge, Combat Medical badge, or who qualified for at least one month's hostile fire pay for service in a hostile fire area in Korea.

(3) The Vietnam theater, including Thailand, Laos and Cambodia: from 1 July 1958 to 28 March 1973, both dates inclusive.

(4) The Dominican Republic: 29 April 1965 to 21 September 1966, both dates inclusive. Individuals are authorized to wear one of three organizational SSI: XVIII Airborne Corps, 82d Airborne Division, or 5th Logistical Command. Individuals previously attached, assigned, or under the operational control of these units will wear their respective insignia. A fourth organizational SSI (OEA-Spanish equivalent of Organization of American States) is authorized for individuals who were not in one of the three units listed above.

(5) Grenada, to include the Green and Carriacou Islands: between 24 October 1983 and 21 November 1983, both dates inclusive. Personnel are authorized to wear one of the following organizational SSI: XVIII Airborne Corps; 82d Airborne Division; 1st Special Operations Command (ABN); 1st Corps Support Command; 20th Engineer Brigade; 35th Signal Brigade; 16th Military Police Brigade; 44th Medical Brigade; 1st Battalion (Ranger), 75th Ranger Regiment; 2d Battalion (Ranger), 75th Ranger Regiment; and 101st Airborne Division (AASLT). Individuals attached to, or under the operational control of these units will wear their respective organizational SSI. Individuals attached to, or under the operational control of any unit whose parent organization is not authorized SSI, will wear the SSI of the unit to which attached or the unit that had operational control.

(6) Lebanon: from 6 August 1983 to 24 April 1984, for soldiers assigned to the Field Artillery School Target Acquisition Battery or the 214th Field Artillery Brigade, who were attached to the U.S. Marine Corps forces in and around Beirut, Lebanon, for the purpose of counterfire support.

(7) Korea: 23 November 1984, for soldiers who directly participated in the firefight with North Korean guards at the Joint Security Area (JSA), Panmunjom, Korea.

(8) Persian Gulf: from 27 July 1987 to 1 August 1990 for soldiers assigned or attached to, or under the operational control of a unit whose mission was direct support to Operation Earnest Will. Soldiers must have been eligible for the Armed Forces Expeditionary Medal and imminent danger pay.

(9) Panama: from 20 December 1989 to 31 January 1990 for soldiers assigned to the following units, and who participated in Operation Just Cause: XVIII Airborne Corps; U.S. Army Special Operations Command; U.S. Army South; 7th Infantry Division (Light); 82d Airborne Division; 5th Infantry Division (M); 1st Special Operations Command; 193d Infantry Brigade; 1st Corps Support Command; 16th Military Police Brigade; 18th Aviation Brigade; 35th Signal Brigade; 7th Special Forces Group; 75th Ranger Regiment; 1st, 2d, and 3d Battalions, 75th Ranger Regiment; 470th Military Intelligence Brigade; 525th Military Intelligence Brigade; 44th Medical Brigade; 1109th Signal Brigade; MTMC; and CIDC. Soldiers assigned to units not listed above will wear the shoulder sleeve insignia of the unit to which attached, or the unit that had operational control. Soldiers assigned to units not listed above and not attached to, or under the operational control of any of the units listed above, will wear the SSI of the U.S. Army South.

(10) The Persian Gulf: from 17 January 1991 to 31 August 1993, both dates inclusive, for soldiers participating in Operation Desert Storm. Soldiers must have been assigned or attached to, or under the operational control of a unit whose mission was direct support to Operation Desert Storm; they must have received imminent danger pay and been under the command and control of U.S. Army Element Central Command (USAE CENTCOM).

(11) El Salvador: from 1 January 1981 to 1 February 1992, both dates inclusive, for those personnel who participated in El Salvador operations.

(12) Somalia: from 5 December 1992 to 31 March 1995, both dates inclusive, for soldiers who participated in Operation Restore Hope/Continue Hope/United Shield. Exceptions are for Joint Task Forces: Patriot Defender, Elusive Concept, and Proven Force; those personnel are authorized to wear SSI-FWTS even though they were not under the command and control of USAE CENTCOM.

(13) Operation Enduring Freedom: from 19 September 2001 to a date to be determined, for soldiers assigned to units participating in Operation Enduring Freedom. Soldiers must have been deployed in the CENTCOM area of operations and been under the command of the CINC, CENTCOM. Soldiers who were deployed in the area of operations on training exercises or in support of operations other than Enduring Freedom are not authorized the SSI-FWTS, unless those exercises or operations became combat or support missions to Operation Enduring Freedom.

(14) Operation Iraqi Freedom: from 19 March 2003 to a date to be determined, for soldiers assigned to units participating in Operation Iraqi Freedom. Soldiers must have been deployed in the CENTCOM area of operations and been under the command of the CG, CENTCOM. Soldiers who were deployed in the area of operations on training exercises or in support of operations other than Iraqi Freedom are not authorized the SSI-FWTS, unless those exercises or operations became combat or support missions to Operation Iraqi Freedom.

c. How worn.

(1) Non-subdued. At the option of the wearer, individuals who were members of an Army unit during one of the operations listed above may wear the non-subdued U.S. Army organizational SSI of a wartime unit (para 28-17*b*) that was approved by HQDA on the right sleeve of the Army green uniform coat. The insignia is worn centered, 1/2 inch below the top of the right shoulder seam (see fig 28-136).

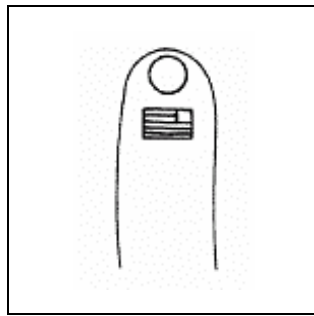


Figure 28-136. Wear of shoulder sleeve insignia-former wartime service, with flag replica, right sleeve

(2) Subdued. Authorized personnel may wear the subdued SSI-FWTS on the right sleeve of the temperate, hotweather, enhanced hot-weather, and desert BDU, and the BDU field jacket, as described above. The SSI-FWTS is not authorized for wear on organizational uniforms, except as prescribed in this paragraph.

(3) Other services. The Department of the Navy, the United States Marine Corps (USMC), and the Air Force do not authorize wear of SSI. Therefore, personnel who served in one of the designated areas during one of the specified periods, but who were not members of the U.S. Army, are not authorized to wear the SSI-FWTS on their right shoulder. The only exception to this policy is for U.S. Army members who served with the USMC during World War II from 15 March 1943 through 2 September 1946.

d. Soldiers who are authorized to wear more than one SSI-FWTS have the option of choosing which SSI-FWTS they will wear. Soldiers may elect not to wear SSI-FWTS. (See appendix F for further guidance on the wear of the SSI-FWTS.)

28-18. Wear of full-color U.S. flag cloth replica

a. General. During joint or multi-nation operations, soldiers are authorized to wear the full-color U.S. flag cloth replica on utility and organizational uniforms. Wear of the full-color U.S. flag cloth replica is at the discretion of the organizational commander, when the distinguishing of individual national soldiers is desired, and overrides the tactical consideration of full-color insignia on uniforms. During joint operations, the joint commander normally will prescribe the policy for wear. Soldiers are not authorized to wear the full-color U.S. flag cloth replica upon their return to home station.

b. Description. Chapter 1, Title 4, United States Code, provides for the design of the U.S. flag and specifies the colors as red, white, and blue. Colors other than red, white, and blue violate the U.S. Code; therefore, subdued-colored flags are not authorized for wear. The size of the full-color cloth U.S. flag replica is approximately 2 inches by 3 inches.

c. How worn.

(1) When approved for wear, the full-color U.S. flag cloth replica is sewn 1/2 inch below the right shoulder seam of the temperate, hot-weather, enhanced hot-weather, and desert BDU; the BDU field jacket; and the cold-weather uniform (see fig 28–135). If the SSI–FWTS is worn on the right shoulder of the utility uniform, the full-color U.S. flag cloth replica is placed 1/8 inch below the right shoulder sleeve insignia (see fig 28–136). The SSI–FWTS is not authorized for wear on organizational uniforms, unless indicated above.

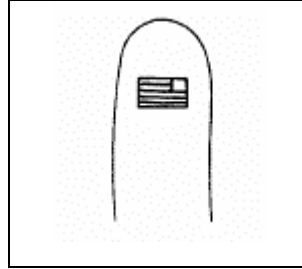


Figure 28–135. Wear of full-color flag cloth replica, right sleeve

(2) The full-color U.S. flag cloth replica is worn so that the star field faces forward, or to the flag’s own right. When worn in this manner, the flag is facing to the observer’s right, and gives the effect of the flag flying in the breeze as the wearer moves forward. The appropriate replica for the right shoulder sleeve is identified as the reverse side flag.

28–21. Combat leaders identification

a. Leaders in the following units will wear the combat leaders identification (CLI): category I units (specified in organization MTOE: armor, infantry, combat engineers, field artillery, air defense artillery, aviation, and special forces (SF)); and category II assault helicopter units. It is also worn by leaders in Active Army, Army National Guard, and U.S. Army Reserve organizations, corps and division commanders, and commanders of category II organizations, the majority of whose subordinate elements are category I units.

b. The following specific leaders in units referred to above are authorized to wear the CLI.

- (1) Commanders.
- (2) Deputy commanders.
- (3) Platoon leaders.
- (4) Command sergeants major.
- (5) First sergeants.
- (6) Platoon sergeants.
- (7) Section leaders (when so designated in the unit MTOE).
- (8) Squad leaders and tank commanders.
- (9) Team leaders.
- (10) Assistant SF detachment commanders.
- (11) SF operational detachment “B” sergeants major.
- (12) SF operational detachment “A” senior sergeants.

c. The CLI insignia is a green cloth loop, 1 5/8 inches wide, worn in the middle of both shoulder loops on the Army green coat, the cold-weather coat (field jacket) and on the center tab of the extended cold-weather clothing system (ECWCS) (Gortex) parka. When the CLI is worn on the parka, personnel wear their grade insignia centered on the CLI. Personnel may wear pin-on grade insignia, or they may sew onto the CLI the same cloth grade insignia that is worn on the collars of the utility uniform (see fig 28–137).

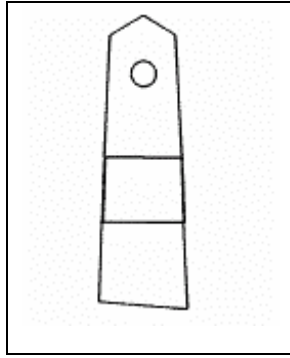


Figure 28–137. Wear of combat leaders identification on shoulder loops

d. Personnel will not wear the CLI when reassigned from a command position or from an organization designated above, or when taking an official photo.

28–22. Distinctive unit insignia

a. Authorization. Distinctive unit insignia (DUI) of a design approved by The Institute of Heraldry, U.S. Army, are authorized and prescribed for wear on the service uniforms of personnel in the following echelons.

- (1) MACOM: one design for each MACOM.
- (2) Field armies: one design for each field Army.
- (3) The United States Army Reserve Command, and each of the U.S. Army regional support commands: one design for each command.
- (4) Corps: one design for each corps.
- (5) Division: one design for each division.
- (6) Separate brigades: one design for each separate TOE brigade.
- (7) Numbered group: one design for each TOE numbered group.
- (8) Color-bearing regiments; training support battalions aligned to color-bearing regiments; and separate battalions, fixed type: one design for each regiment and separate TOE battalion.
- (9) Battalions, flexible: one design for each TOE battalion.
- (10) Hospitals: one design for each TOE hospital.
- (11) U.S. Army service schools established by the Department of the Army: one design for each service school.
- (12) U.S. Army Training and Doctrine Command training centers: one design for each training center.
- (13) U.S. Army medical centers: one design for each center.
- (14) U.S. Army medical department activities: one design for each activity.
- (15) U.S. Army hospital centers: one design for each center.
- (16) U.S. Army dental activities (DENTAC): one design for each activity.
- (17) Army National Guard TASS: one design for all TASS activities identified in paragraph 28–16*d*(10)(*c*), above.
- (18) U.S. Army Reserve schools: one design for all USAR schools.
- (19) Field operating agencies: one design for each activity based on the following criteria.
 - (*a*) An identifiable command structure.
 - (*b*) A valid justification in terms of unit mission, enhancement of unit morale, and degree of unit permanency.
 - (*c*) At least 250 military personnel assigned to the activity.
- (20) Other organizations: one design for each organization, except U.S. Army garrison (active and reserve), meeting the following criteria.
 - (*a*) An identifiable command structure.
 - (*b*) A valid justification in terms of unit mission, enhancement of unit morale, and degree of unit permanency.
 - (*c*) At least 500 military personnel assigned to the organization.

(21) Other.

(a) Organizations not in the categories listed above, which have a DUI by virtue of previous HQDA authority, are permitted to retain that DUI if it was manufactured and worn by members of the subject organization. In each case, such insignia is authorized for wear only after The Institute of Heraldry, U.S. Army, has determined the propriety, and granted approval of the insignia.

(b) Units not authorized a DUI in their own right will wear the DUI of the command to which assigned. Those units not authorized a DUI in their own right, and not assigned to a higher echelon that is authorized a DUI, may, with the approval of the Army commander concerned, wear the DUI of the Army area in which located. Personnel participating in the AGR and ROTC simultaneous membership programs will wear the DUI of the commands, units, and agencies to which attached.

(c) Personnel assigned to a joint command, DOD, or Federal agency will wear the DUI designated for joint or DOD agencies.

b. Approval of design. Units meeting the criteria established above will submit requests for authorization of DUI through channels, with a copy of permanent orders activating the unit to: Director, The Institute of Heraldry, U.S. Army, 9325 Gunston Road, Room S112, Fort Belvoir, VA 22060-5579. Requests will include three proposed mottoes, if the organization requests a motto with the design. Once approved, no changes are made in a design of the insignia.

c. Provisional units. The authorization of a DUI will not be granted for provisional units.

d. By whom worn.

(1) When a DUI is authorized, all personnel assigned to the organization wear the insignia, except general officers and the Sergeant Major of the Army. General officers wear their regimental distinctive insignia (RDI) on the black pullover sweater. The Sergeant Major of the Army wears the SMA insignia in lieu of the DUI. Reserve component units with WARTRACE alignments under the provisions of AR 11-30 may wear the DUI of the Active unit to which they are aligned, in lieu of their peacetime DUI, provided major RSC or state TAG, and MACOM commanders agree on such wear.

(2) A complete set of the distinctive unit insignia consists of three pieces. The procurement of distinctive insignia not approved by The Institute of Heraldry, U.S. Army, is prohibited. Units may purchase approved DUIs through the use of appropriated or nonappropriated funds.

e. Where worn. The design of the DUI is metal, or metal and enamel, only. Enlisted personnel wear the insignia on the Army green uniform coat, the black pullover sweater, the beret, and the garrison cap. Other enlisted personnel authorized to wear the DUI are those assigned to TOE bands, selected honor guards, or other ceremonial units authorized by CTA 50-900 to wear dress uniforms as organizational uniforms.

f. How worn.

(1) Enlisted personnel wear the DUI on the green service uniform coat, centered on the shoulder loops an equal distance from the outside shoulder seam to the outside edge of the button, with the base of the insignia toward the outside shoulder seam. Enlisted personnel are not authorized to wear the DUI on the enlisted green dress uniform (worn with white shirt and necktie/neck tab). Officers wear the DUI centered on the shoulder loops, an equal distance from the inside edge of their grade insignia to the outside edge of the button, with the base of the insignia toward the outside shoulder seam (see fig 28-138).

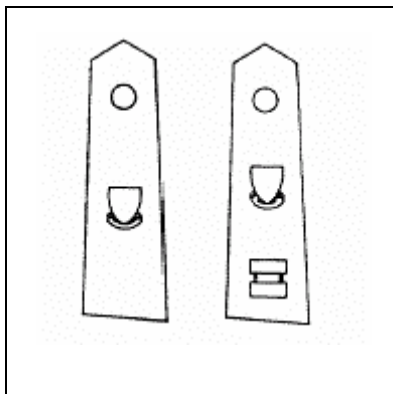


Figure 28-138. Wear of distinctive unit insignia on shoulder loops

(2) On the beret, enlisted personnel wear the DUI centered on the organizational flash. On the garrison cap, the DUI is centered on the left curtain of the cap, 1 inch from the front crease (see figs 28–2 and 28–11). Soldiers assigned to units not authorized a DUI wear the RDI on the garrison cap and beret in the same manner as the DUI.

(3) Soldiers (except chaplains, general officers, and the SMA) wear the DUI centered above the nameplate on the black pullover sweater, with the top edge of the insignia 1/4 inch below the top edge of the patch on the sweater. Soldiers assigned to units not authorized the DUI wear the RDI on the black pullover sweater in the same manner as the DUI (see fig 28–139). Chaplains wear their branch insignia, general officers wear the RDI, and the SMA wears the SMA insignia in the same manner. All soldiers may adjust the placement of the DUI or RDI, up or down on the patch, to allow for large size DUI or RDI, or to adjust to body configuration.



Figure 28–139. Wear of distinctive unit insignia/regimental distinctive insignia, on black pullover sweater

28–23. Regimental distinctive insignia

a. Authorization. Regimental distinctive insignia (RDI) of a design approved by the Institute of Heraldry, U.S. Army, are authorized and prescribed for wear by all soldiers affiliated with a regiment or whole-corps regiment, as described in AR 600–82 and NGR 600–82.

b. How worn.

(1) Males.

(a) On the Army green, white, and blue uniforms, and the AG 415 shirt, males wear the RDI centered 1/8 inch above the top of the pocket flap, or 1/4 inch above any unit awards or foreign badges that are worn. When the coat lapel obscures the insignia, soldiers may wear the RDI aligned to the right edge of unit awards or the nameplate. Wear of the RDI on the AG 415 shirt is optional (see fig 28–140).

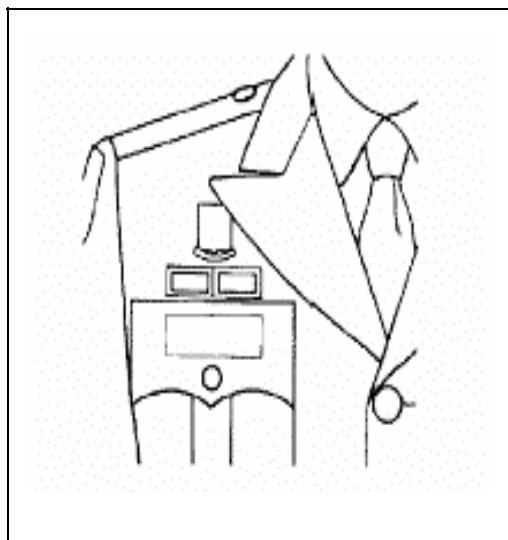


Figure 28–140. Wear of regimental distinctive insignia on Army green, blue, and white uniforms, male

(b) On the white and blue mess and evening mess uniforms, male personnel wear the RDI on the right lapel. On the blue mess uniform, the RDI is worn centered on the satin facing, 1/2 inch below the notch in the lapel. On the white mess uniform, the RDI is worn 1/2 inch below the notch, centered on the lapel. The RDI is worn so that the vertical axis of the insignia is perpendicular to the ground (see fig 28–141).

(2) Females.

(a) On the Army green, blue, and white uniforms, the Army maternity tunic, and the AG 415 shirt, females wear the RDI centered 1/2 inch above the nameplate, or 1/4 inch above any unit awards or foreign badges that are worn. When the coat lapel obscures the RDI, soldiers may wear the RDI aligned to the right edge of unit awards or the nameplate. Wear of the RDI on the AG 415 shirt is optional (see fig 28–144).

(b) On the blue mess and evening mess, and the new version white mess and evening mess uniforms, females wear the RDI centered on the right lapel, with the top of the RDI aligned with the top row of miniature medals. On the black mess and evening mess, and the old version white mess and evening mess uniforms, females wear the RDI centered on the right side of the jacket (not on the lapels). The RDI is centered between the lapel and shoulder seam, with the top of the RDI aligned with the top row of miniature medals. The RDI is worn so that the vertical axis is perpendicular to the ground (see fig 25–2).

(3) The RDI and DUI will be the same for soldiers who are assigned to, and affiliated with the same unit. Soldiers who are assigned to a unit or agency not authorized a DUI will wear the RDI on the beret and the black pullover sweater in lieu of a DUI (see fig 28–139).

28–24. Insignia, distinguishing, U.S. Army nametape and nameplate

a. Insignia, distinguishing, U.S. Army.

(1) Description.

(a) For woodland camouflage or olive-green uniforms, the insignia is a woven tape of olive-green cloth, 1 inch wide, with the inscription “U.S. ARMY” in black block letters, 3/4 inch high. For desert camouflage uniforms, the insignia is a woven tape of khaki, 1 inch wide, with the inscription “U.S. ARMY” in spice-brown block letters, 3/4 inch high.

(b) As an option, soldiers may purchase and wear 1–inch wide tape with embroidered 3/4–inch block letters. The length of the U.S. Army distinguishing insignia tape is 4 1/2 inches, or it extends to the edge of the pocket flap when sewn on the uniform (see fig 28–142).



Figure 28–142. Insignia, distinguishing, U.S. Army tape

(2) How worn. The U.S. Army distinguishing insignia tape is worn immediately above, and parallel to the top edge of the left breast pocket of the uniform shirt, only. The insignia is worn on the temperate, hot-weather, enhanced hotweather, maternity, aviation, and desert BDU shirts; BDU field jackets; and on organizational clothing when required and prescribed by the commander issuing the organizational clothing. Personnel will not wear the U.S. Army insignia tape on the hospital duty and food service uniforms. Personnel are not authorized to have the words U.S. Army embroidered directly on the uniform (see fig 28–143).



Figure 28–143. Wear of nametape and U.S. Army distinguishing tape

b. Insignia, nametape.

(1) Description.

(a) For woodland camouflage or olive-green uniforms (except for the ECWCS parka), the nametape is a strip of olive-green cloth, 1 inch wide, with the individual's last name in black block letters, 3/4 inch in height. Last names consisting of 11 letters or more are constructed using Franklin gothic extra-condensed print (48 point), 1/2 inch high. The nametape insignia is 4 1/2 inches in length, or extends to the edge of the pocket flap when sewn on the uniform.

(b) For desert camouflage uniforms, the nametape is a strip of khaki tape with spice-brown lettering, of the same description as in paragraph *b*(1)(a), above.

(c) For the extended cold-weather clothing system (ECWCS) (Gortex) parka, the nametape is a strip of olive-green cloth, 3 1/2 inches long and 1/2-inch wide, with 1/4-inch black block lettering. The nametape can accommodate up to 14 characters. No other size nametape is authorized for wear on the Gortex parka.

(d) See para 28–3g(1) for wear of nametapes on helmet bands.

(2) How worn.

(a) All personnel will wear the nametape above the top right breast pocket on the same uniforms and in the same manner as described for the "U.S. ARMY" tape in paragraph *a*(1)(a), above. When the nametape is worn with the U.S. Army tape, both must be the same size, 4 1/2 inches in length, or they must extend to the edge of the pocket flaps. Personnel are not authorized to have the last name embroidered directly onto the uniform. Personnel may wear embroidered nametapes with woven U.S. Army insignia (see fig 28–143).

(b) All personnel will wear the nametape on the ECWCS (Gortex) parka, on the left-sleeve pocket flap, 1/4 inch above the bottom of the flap, and centered left to right on the flap. Personnel are not authorized to wear the nametape in any other location on the parka than the pocket flap, and they are not authorized to embroider the name directly on the pocket flap.

(3) How to obtain. Initial and replacement nametapes are provided at no cost to enlisted members and are procured from appropriated funds. If facilities are not available at installations for inscribing and attaching nametapes, contracting for such services with local vendors is authorized.

c. Nameplate.

(1) Description.

(a) The nameplate is a black, laminated plastic plate, 1 inch by 3 inches, 1/16 inch thick, with a white border not to exceed 1/32 inch in width. Lettering is block type, indented white lettering, 3/8 inch in height, and centered on the plate. Only last names are used on the nameplates. Gloss or non-gloss finish is authorized on the nameplate.

(b) Modifications to the nameplate to add other insignia or information are prohibited unless authorized by HQDA. Personnel will not wear nameplates with authorized additions or translations outside of the area for which they are authorized.

(2) How worn.

(a) Male personnel. On the AG shade 415 shirts, and on the coats of the Army green, white, and blue uniforms, the nameplate is worn centered left to right on the flap of the right breast pocket, and centered between the top of the button and the top of the pocket. (See illustrations in individual uniform chapters.) On the black pullover sweater, the nameplate is worn centered on the black patch of the sweater, except when wearing the DUI or RDI. When wearing a DUI or RDI, the nameplate is placed 1/4 inch above the bottom of the black patch, with the top of the DUI or RDI placed 1/4 inch below the top edge of the patch, and centered left to right. Personnel may adjust the placement of the nameplate and DUI or RDI, up or down on the patch, to allow for large size DUI or RDI, or to adjust to body configuration (see fig 28-139).

(b) Female personnel. On the Army green uniform, and the new style Army blue and white uniforms, the nameplate is worn 1 to 2 inches above the top button of the coat and centered horizontally on the wearer's right side (see fig 28-144). On the AG 415 shirts, maternity tunic, hospital duty, and food service uniforms, the nameplate is worn in a comparable position. On the old-style Army blue and white uniforms the nameplate is worn centered horizontally on the wearer's right side, slightly above the top edge of the top button. (See illustrations in individual uniform chapters.) On the black pullover sweater, the nameplate is worn centered on the black patch of the sweater, except when the DUI or RDI is worn. When wearing a DUI or RDI, the nameplate is placed 1/4 inch above the bottom of the black patch, with the top of the DUI or RDI placed 1/4 inch below the top edge of the patch, and centered left to right. Personnel may adjust the placement of the nameplate and DUI or RDI, up or down on the patch, to allow for large size DUI or RDI, or to adjust to body configuration (see fig 28-139).

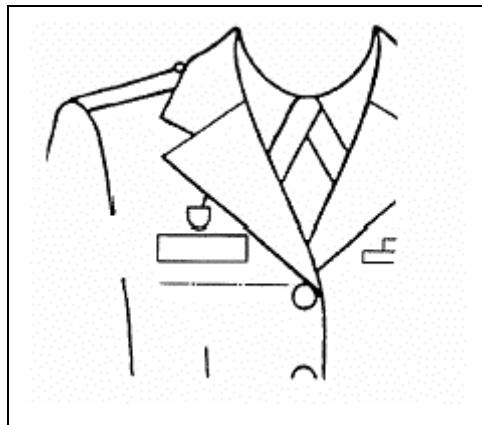


Figure 28-144. Wear of nameplate on Army green and new version blue and white uniforms, female

28–25. Aiguillette, service

a. Description. The service aiguillette is a one-piece braided gold, gold-colored nylon, or synthetic metallic gold-colored cord, 3/16 inch in diameter, and 30 1/2 inches in length, with each end equipped with a hook, and one end equipped with an eye. The front part of the aiguillette is 8 1/2 inches in length and consists of 1 1/2 inches of cord equipped with a hook, a knot 1 3/4 inches in length, a cord 2 inches in length, and a 3-inch ferrule.

b. How worn. The military aide to the President, White House social aides while on duty with the First Family, and officers designated as aides to foreign heads of state wear the service aiguillette on the right side of the uniform. All other aides wear aiguillettes on the left side. The cord is placed under the arm with the hook engaging the eyes on each side of the appropriate shoulder loop. The end equipped with the eye is worn to the front. The hook of the front part of the aiguillette is engaged in the eye of the cord (see fig 28–145).

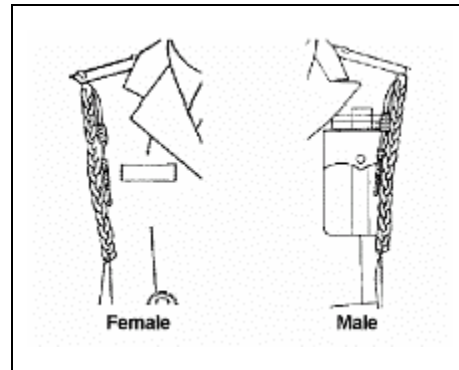


Figure 28–145. Wear of service aiguillettes

c. By whom worn. Army attachés, assistant Army attachés, and aides wear the service aiguillette on the Army green, blue, and white uniforms when they are worn for informal occasions. Males will wear the four-in-hand necktie with the uniform when wearing the service aiguillette. When personnel wear the black all-weather coat, they may wear the service aiguillette on the outside of the garment. The aiguillette is worn only when personnel are performing duties as aides.

28–26. Aiguillette, dress

a. Description.

(1) The front of the dress aiguillette is the same as the service aiguillette, except the front part is replaced by a piece that is 25 inches in length, with 15 inches of braiding, with 2 inches from the braiding to the button loop and knot. The knot is 1 3/4 inches in length, the cord is 3 1/4 inches, and the ferrule is 3 inches. The braided end is equipped with a hook.

(2) The back of the dress aiguillette consists of a braided gold cord, or gold-colored nylon cord, 3/16 inch in diameter and 30 1/2 inches in length, with an additional part 34 inches in length that consists of 24 inches of braiding, with 2 inches from the braiding to the button loop and knot. The knot is 1 3/4 inches in length, the cord is 3 1/4 inches, and the ferrule is 3 inches and is fastened to a triangular piece of brass with a hook on the inside. This hook is attached to a small strip of brass which slips under the shoulder loop, shoulder strap, or shoulder knot. The brass strip for the shoulder strap is curved to conform to the contour of the shoulder, and is 5/8 inch in width and 3 7/8 inches in length, with a rectangular opening at each end, 3/8 inches in length. The brass strip for shoulder knots is 5/8 inch in width and 3 3/8 inches in length, with an extra piece fastened to form a standing loop 1 inch in length, that permits the flexible backing of the shoulder knot to pass through. The brass strip for the shoulder loop of the Army white mess uniform coat is the same as that used for the shoulder knot, without the standing loop.

b. How worn. The military aide to the President, White House social aides while on duty with the First Family, and officers designated as aides to foreign heads of state wear the aiguillette on the right side of the uniform. All other authorized personnel wear aiguillettes on the left side. Aiguillettes are secured to the coat before the opening of the brass strip, and the front part is hooked into the eye of the service aiguillette. The 34-inch part is passed under

the arm, and the button loop of the 25-inch part is inserted through the button loop of the 34-inch part, past the button loop of the 25-inch part notch in the lapel, and attached to the button under the collar. The button under the collar is attached to the body of the coat so that the knot of the 25-inch part will easily clear the notch in the lapel. The loops of both cords cross on the outside of the arm with front loop on top. Either gold cord or gold-colored nylon cord may be worn, depending upon the importance of the occasion and the individual's preference (see fig 28-146).

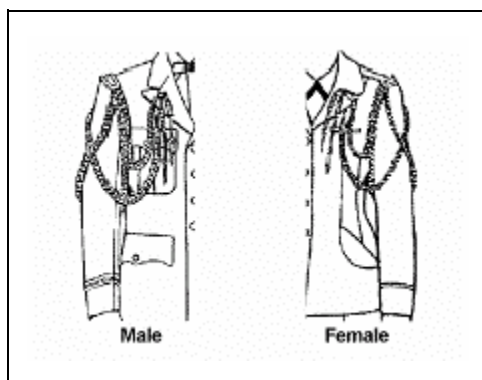


Figure 28-146. Wear of dress aiguillettes

c. By whom worn. The dress aiguillette is worn only when personnel are performing duties as aides. Army attachés, assistant Army attachés, and aides wear the dress aiguillette with the Army blue, white, and black mess and evening mess uniforms, when prescribed. Personnel may wear the dress aiguillette with the Army blue or white uniform only at formal occasions (when the bow tie is worn).

d. How to obtain. Aiguillettes are procured locally as expendable property by the organization to which the individual is assigned for supply purposes. A gold cord, gold-colored nylon cord, or synthetic metallic gold-colored cord are authorized for purchase.

28-27. Service stripes

a. Large.

(1) A goldenlite, rayon-embroidered diagonal stripe, 3/16 inch wide and 1-5/16 inches long, on an Army green background that forms a 3/32-inch border around the stripe. All soldiers are authorized to wear the large service stripes on the green background on the Army green uniform. Soldiers must wear the large service stripes with large rank insignia.

(2) A gold-colored rayon or a goldenlite rayon or nylon braid, 1/2 inch wide, and of variable length. The large service stripe braid is authorized for wear by all enlisted soldiers on the Army blue and white dress, mess, and evening mess uniforms. Soldiers must wear the large service stripes with large rank insignia.

b. Small.

(1) A goldenlite rayon-embroidered diagonal stripe, 5/32 inch wide and 1 1/4 inches long on an Army green background, which forms a 5/64 inch border around the stripe. All enlisted soldiers are authorized to wear the small service stripes on the green background on the Army green uniform. Soldiers must wear the small service stripes with small rank insignia.

(2) A gold-colored rayon or goldenlite rayon or nylon braid, 1/4 inch wide, and of variable length. The small service stripe braid is authorized for wear by all enlisted soldiers on the Army blue and white dress, mess, and evening mess uniforms. Soldiers must wear the small service stripes with small rank insignia.

c. How worn.

(1) The service stripes are worn centered on the outside bottom half of the left sleeve on the Army green uniform coat. The service stripe is placed at an angle of 45 degrees with the lower end toward the inside seam of the sleeve, and it is placed 4 inches from the bottom of the sleeve. For each additional period of 3 years honorable service, another service stripe is added above and parallel to the first stripe, with a 1/16-inch space between stripes (see fig 28–147.)

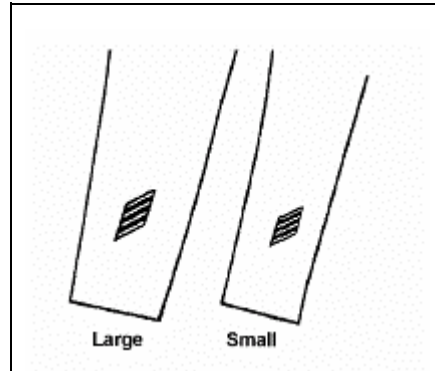


Figure 28–147. Wear of service stripes, enlisted

(2) Service stripes covered in paragraphs *a*(2) and *b*(2), above, are worn on the Army blue and white dress, mess, and evening mess uniforms. The service stripe is worn centered from seam-to-seam on the outside bottom half of both sleeves. The first stripe is sewn on an angle of 30 degrees, with the lower end inserted in the front inside seam, 1/4 inch above the cuff braid. The upper end of the stripe is inserted in the back seam of the sleeve on the Army blue dress, mess, and evening mess uniforms, and on the Army white mess and evening mess uniforms; and 3 inches above the bottom of the sleeve on the Army white dress uniform. Each additional stripe is spaced 1/8 inch apart from the last, and above the first stripe (see fig 28–148).

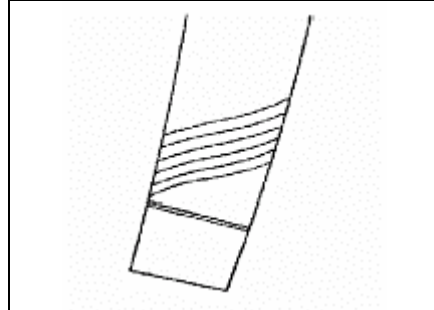


Figure 28–148. Wear of service stripes on Army blue and white uniforms, enlisted

d. By whom worn. Enlisted personnel wear the service stripes as members of the Active Army, Army National Guard, and U.S. Army Reserve, when they have served honorably, as indicated below.

(1) In Active Federal service as a commissioned officer, warrant officer, or enlisted member of the Army, Navy, Air Force, Marine Corps, or Coast Guard.

(2) In Active Reserve service creditable for retirement for non-regular service, in accordance with chapter 1223, title 10, United States Code, as a commissioned officer, warrant officer, or enlisted member of any reserve component of the Armed Forces, including the Women's Army Auxiliary Corps.

e. One stripe is authorized for each 3 years of honorable active Federal service; active Reserve service creditable for retired pay for non-regular service; or a combination. There is no limit to the number of stripes worn; however, service stripes will not cover the chevrons. Service need not have been continuous, and the 10th stripe is authorized after 29 1/2 years. Individuals authorized more than 10 service stripes may elect whether or not to wear them.

28–28. Overseas service bars

a. Large. A goldenlite rayon-embroidered bar, $\frac{3}{16}$ inches wide $1\text{--}\frac{5}{16}$ inches long, on a green background that forms a $\frac{3}{32}$ -inch border around the bar. All personnel are authorized to wear the large overseas service bar. Enlisted soldiers must wear large overseas service bars with large rank and service stripe insignia.

b. Small. A goldenlite rayon-embroidered bar, $\frac{5}{32}$ inch wide and $\frac{13}{32}$ inch long, on a green background that forms a $\frac{5}{64}$ -inch border around the bar. All personnel are authorized to wear the small overseas service bar. Enlisted soldiers must wear small overseas service bars with small rank and service stripe insignia.

c. How worn. The overseas service bar is worn centered on the outside bottom half of the right sleeve of the Army green uniform coat. The lower edge of the overseas service bar is placed $\frac{1}{4}$ inch above the sleeve braid of the coat for officer personnel, and 4 inches above and parallel to the bottom of the sleeve for enlisted personnel. Each additional bar is spaced $\frac{1}{16}$ inch above, and parallel to the first bar (see fig 28–149).

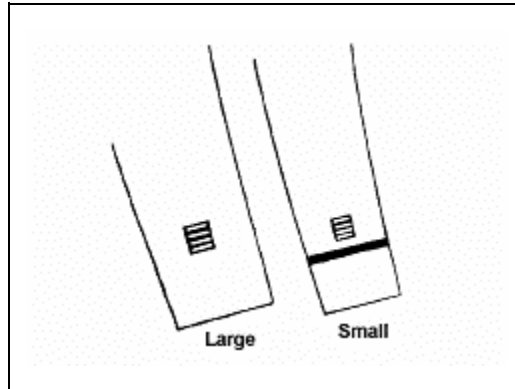


Figure 28–149. Wear of overseas service bars, all ranks

d. By whom worn. Soldiers are authorized wear of the overseas service bar as indicated below.

(1) One overseas service bar is authorized for each 6-month period of active Federal service as a member of a U.S. Service outside CONUS, from 7 December 1941 until 2 September 1946, both dates inclusive. In computing overseas service, Alaska is considered outside CONUS. An overseas service bar is not authorized for a fraction of a 6-month period.

(2) One overseas service bar is authorized for each 6-month period of active Federal service as a member of a U.S. Service in Korea, from 27 June 1950 until 27 July 1954, both dates inclusive. Credit toward an overseas service bar is authorized for each month of active Federal service as a member of the U.S. Army serving in the designated hostile fire area in Korea from 1 April 1968 until 31 August 1973. The months of arrival to, and departure from the hostile fire pay area are counted as whole months. When credit is given for a month for hostile fire pay, credit for a corresponding month is given toward an overseas service bar.

(3) One overseas service bar is authorized for each 6-month period active Federal service as a member of a U.S. Service in Vietnam, from 1 July 1958 to 28 March 1973. The months of arrival to, and departure from Vietnam are counted as whole months for credit toward the overseas service bar. Periods of TDY service in Vietnam where credit is given for hostile fire pay for 1 month, also may be given credit for a corresponding month towards award of an overseas service bar.

(4) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in the Dominican Republic, from 29 April 1965 to 21 September 1966, both dates inclusive.

(5) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in Laos, from 1 January 1966 to 28 March 1973.

(6) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in Cambodia from 1 January 1971 until 28 March 1973. Personnel must qualify for hostile fire pay to receive credit for an overseas service bar. The months of arrival to, and departure from the hostile fire pay area are counted as whole months.

(7) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in Lebanon, from 6 August 1983 to 24 April 1984, for the two units listed in paragraph 28-17b(6). The months of arrival to, and departure from the hostile fire pay area are counted as whole months.

(8) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in the Persian Gulf from 27 July 1987 to 1 August 1990, for Operation Earnest Will. The months of arrival to, and departure from Operation Earnest Will are counted as whole months.

(9) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in the Persian Gulf from 17 January 1991 to 31 August 1993, for Operation Desert Storm. The months of arrival to, and departure from Operation Desert Storm are counted as whole months.

(10) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service who participated in El Salvador, from 1 January 1981 to 1 February 1992. The months of arrival to, and departure from El Salvador are counted as whole months.

(11) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service in Somalia, from 5 December 1992 to 31 March 1995. The months of arrival to, and departure from Somalia are counted as whole months.

(12) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service participating in Operation Enduring Freedom, the CENTCOM area of operations, or under the control of the CINC, CENTCOM, from 19 September 2001 to a date to be determined. The months of arrival to, and departure from the CENTCOM area of operations are counted as whole months.

(13) One overseas service bar is authorized for each 6-month period of Federal service as a member of a U.S. Service participating in Operation Iraqi Freedom, the CENTCOM area of operations, or under the control of the CG, CENTCOM, from 19 March 2003 to a date to be determined. The months of arrival to, and departure from the CENTCOM area of operations are counted as whole months.

(14) Service as a member of a U.S. Armed Service for periods of less than 6 months duration, which otherwise meets the requirements for the award of overseas service bars, may be combined by adding the number of months to determine creditable service toward the total number of overseas service bars authorized for the following: World War II, Korea, Vietnam, The Dominican Republic, Laos, Cambodia, Lebanon, Operation Earnest Will, Grenada, Operation Just Cause, Operation Desert Storm, El Salvador, Somalia, Operation Enduring Freedom, and Operation Iraqi Freedom.

e. Computation of World War II service.

(1) Service is computed between the dates of departure from, and arrival to a port in the United States or the boundary of CONUS. The day of departure and the day of return are included. The expression "each 6-month period of Federal service" is interpreted to authorize the wear of an overseas service bar for overseas service of various lengths, performed either continuously or at intervals, when the total service equaled or exceeded 6 months. Thus, an individual who served 4 months and 10 days outside CONUS and returned there, and subsequently departed from the United States to the same or another theater or country, and served an additional 1 month and 20 days, is entitled to one bar. All active duty or service outside CONUS (permanent, temporary, detached, and so forth) is included in computing length of service, provided that the official duty of the individual required his or her presence outside CONUS.

(2) Military personnel who served on transport vessels and on aircraft became eligible to wear the bar when their total service outside CONUS equaled or exceeded 6 months.

(3) Service on the Great Lakes and in any harbor, bay, or other enclosed arm of the sea along the coast, and that part of the sea which is within 3 miles of the continental limits of the United States, is not included in computing length of service required.

(4) Periods during which military personnel were absent without leave or were in a desertion status, are not included in computing length of service required.

(5) Periods during which military personnel were in the United States on temporary duty, detached service, or leave (even though the individual was assigned overseas) are not included in computing length of service required.

(6) Periods during which military personnel were in confinement, which resulted in time lost as described in section 6 of the Uniform Code of Military Justice (chapter 47, title 10, United States Code), are not included in computing length of service required.

28–29. Brassards

a. Brassards are worn as identification to designate personnel who are required to perform a special task or to deal with the public. Brassards are made of cloth; they are 17 to 20 inches long and 4 inches wide and of colors specified. When more than one color is specified for the brassard, the colors are of equal width and run lengthwise on the brassard. Brassards are worn on the left sleeve of the outer garment, with the bottom edge of the brassard approximately 2 inches above the elbow (see fig 28–150).

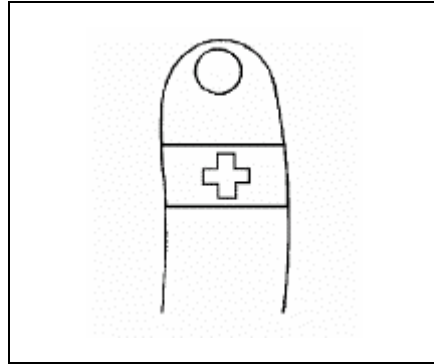


Figure 28–150. Wear of brassards

b. Descriptions of current authorized brassards.

(1) Acting noncommissioned officer brassard. The brassard consists of gold-colored chevrons on a dark blue background. Trainees or candidates acting as noncommissioned officers in schools or training centers wear this brassard. (See figs 28–151 and 28–152 for the sergeant and corporal brassards.)

Figure 28–151. Brassard, sergeant

Figure 28–152. Brassard, corporal

Figure 28–164. Brassard, officer of the day

(2) Officer of the guard brassard. The brassard consists of the letters “OG” in yellow block letters on a dark blue background. The officer of the guard wears the brassard, as designated by the appropriate commander (see fig 28–165).

Figure 28–165. Brassard, officer of the guard

28–30. Distinctive items authorized for infantry personnel

a. Cord, shoulder.

(1) Description. The shoulder cord is infantry blue, and it is formed by a series of interlocking square knots around a center cord.

(2) Approval authority. The commanding general of the U.S. Army Infantry Center authorizes the award of the shoulder cord to infantrymen who have successfully completed the appropriate training. For Army National Guard soldiers, commanders of divisions, separate brigades, infantry regiments, the infantry scout group, and state adjutants general for separate infantry battalions and companies are authorized to award the shoulder cord to Army National Guard soldiers who have successfully completed the appropriate training.

(3) How worn. The shoulder cord is worn on the right shoulder of the Army green, blue, and white uniform coats, and the AG 415 shirts. The cord is passed under the arm and over the right shoulder under the shoulder loop, and secured to the button on the shoulder loop. In order to attach the cord, officer personnel will attach a 20-ligne button to the right shoulder seam, 1/2 inch outside the collar edge (see fig 28–173).

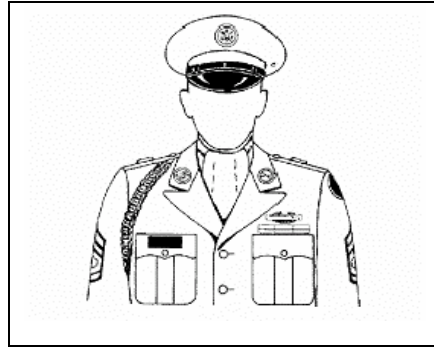


Figure 28–173. Distinctive items authorized for infantry personnel

(4) By whom worn.

(a) Officers and enlisted personnel of the infantry, holding an infantry PMOS or specialty, who have been awarded the Combat Infantryman badge, the Expert Infantry badge, or who have successfully completed the basic unit phase of an Army training program or equivalent.

(b) Enlisted personnel who have completed one station unit training (OSUT) resulting in the award of an infantry PMOS.

(c) Infantry officers who have graduated from the resident infantry officer basic or advanced course.

(d) Infantry officers who have graduated from the Infantry Officer Candidate Course (during mobilization).

(e) Infantry officers and enlisted personnel in the Reserve components who hold an infantry PMOS or specialty.

(5) When worn. Infantry personnel (as described above) may wear the infantry cord as follows.

(a) During the period of assignment to an infantry regiment, brigade, separate infantry battalion, infantry company (including the headquarters and headquarters company of an infantry division), infantry platoon, or infantry TDA unit. In addition, infantrymen assigned to infantry sections or squads within units other than infantry units may wear the cord when authorized by battalion or higher-level commanders.

(b) During the period assigned for duty as an Army recruiter or advisor, ROTC instructor, or member of the staff and faculty of the U.S. Military Academy, as long as personnel retain their infantry PMOS.

(c) During the period of assignment at brigade- or lower-level BT or AIT units, or in OSUT infantry units, as long as personnel retain their infantry PMOS.

(d) Infantry OSUT and IOBC graduates may wear the cord en route to their initial follow-on infantry assignment.

(e) Soldiers en route from an assignment where wear of the shoulder cord was authorized are permitted to wear the shoulder cord if they are pending reassignment to another organization authorized wear of the cord, or when assigned to a separation point for discharge purposes.

b. Insignia disk; branch and U.S. insignia.

(1) Description. A plastic disk in infantry blue, 1–1/14 inches in diameter.

(2) Approval authority. The same as in paragraph a(2), above. The insignia is issued without cost to enlisted personnel.

(3) How worn. The blue infantry disk is worn secured beneath the branch and U.S. insignia disks, with a 1/8-inch border around the insignia. Infantry personnel wear the insignia on the Army green, blue, and white uniforms (see fig 28–173).

(4) By whom worn.

(a) Enlisted infantry personnel, who hold an infantry PMOS; who were awarded the Combat Infantryman badge or the Expert Infantry badge, or who have successfully completed the basic unit phase of an Army training program, or the equivalent.

(b) Enlisted personnel who completed one station unit training (OSUT) and were awarded an infantry PMOS.

(c) Enlisted personnel of the Reserve components holding an infantry PMOS.

(5) When worn. The same as in paragraph *a*(5), above.

c. Insignia disk, service cap.

(1) Description. A plastic disk in infantry blue, 1 3/4 inches in diameter.

(2) Approval authority. The same as in paragraph *a*(2), above. The insignia is issued without cost to enlisted personnel.

(3) How worn. The blue infantry disk is worn secured beneath the insignia on the blue and green service caps and the male drill sergeant hat (see fig 28–173).

(4) By whom worn. The same as in paragraph *b*(4), above.

(5) When worn. The same as in *b*(5), above.

28–31. Distinctive items authorized for other than infantry personnel

a. Organizational flash.

(1) Description. A shield-shaped embroidered patch, with a semicircular bottom, approximately 2 1/4 inches long and 1 7/8 inches wide.

(2) Approval authority. The Institute of Heraldry, U.S. Army, approves the color selection or color combination of the flash for each organization. The flash is provided without cost to enlisted personnel.

(3) How worn. The flash is sewn centered on the stiffener of the beret (see figs 28–11 and 28–12).

(4) By whom worn. Personnel authorized to wear the maroon, tan, or green berets wear their distinctive organizational flash. All other soldiers wear the Army flash on the black beret, unless authorization for another flash was granted before the implementation of the black beret as the standard Army headgear (see para 3–5*a*(3)(*c*)).

b. Airborne background trimming.

(1) Description. An oval-shaped embroidered device in distinctive colors, 1 3/8 inches in height and 2 1/4 inches in width.

(2) Approval authority. Subject to the approval of The Institute of Heraldry, U.S. Army, a background trimming is authorized for organizations designated “Airborne” or “Air Assault” by HQDA. Qualified personnel are authorized to wear the background trimming with the Parachutist or Air Assault badges. Personnel wear only one background trimming at a time. Appropriated funds are used to provide enlisted personnel with the background trimming without cost. If appropriated funds are not available, units may purchase background trimming with non-appropriated funds.

(3) How worn.

(*a*) Personnel wear the background trimming beneath any of the authorized parachutist or air assault badges on the Army green coat and AG 415 shirt. The basic portion of the badge is centered on the background trimming; however, the wreath and star on the Master and Senior Parachutist badges project slightly above the background trimming. On the AG 415 shirt when ribbons are worn, all personnel wear the trimming so the bottom edge of the trimming is 1/4 inch above the ribbons. When ribbons are not worn, males wear the trimming 1/4–inch above the pocket seam, and females wear the trimming in a comparable position.

(*b*) On the green uniform coat, males wear the background trimming and applicable badge on the pocket flap so the space between the seam of the pocket flap and the top of the background trimming, wreath, or star is 1/8 inch (see fig 28–174). Females wear the trimming and applicable badge on the green coat and the maternity uniform tunic so the bottom edge of the background trimming is 1/4 inch above the ribbons (see fig 28–175). When worn below the ribbons, the top of the background trimming is 1/4 inch below the bottom ribbon row.

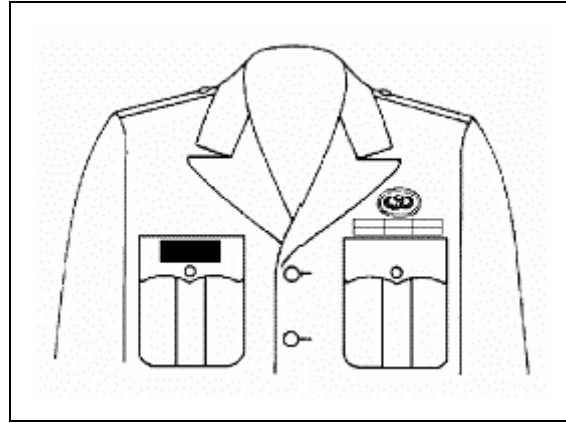


Figure 28–174. Wear of airborne background trimming

Figure 28–175. Wear of airborne background trimming, maternity tunic

(4) By whom worn. All personnel of an organization authorized a background trimming, and who were awarded one of the parachutist or air assault badges.

c. Cord, shoulder, marksmanship.

(1) Description. A blue cord, 3/16 inch in diameter, bearing a band composed of serrated markings at 9/16-inch intervals. Each marking consists of 1/16-inch white, 1/16-inch red, and 1/16-inch white markings. The overall length of the shoulder cord will not exceed 52 inches (includes double cord).

(2) By whom worn. All personnel assigned to the U.S. Army marksmanship unit, subordinate marksmanship training units, and the ARNG marksmanship training unit. The shoulder cord is issued at no cost to the individual.

(3) How worn. The shoulder cord is worn on the right shoulder of the Army green uniform coats and the AG 415 shirt, when it is worn as an outer garment. The cord is passed under the arm and over the right shoulder under the shoulder loops, and secured to the button on the shoulder loop.

(4) When worn. Personnel wear the marksmanship cord during the period of assignment to the U.S. Army marksmanship unit, one of the marksmanship training units, or the ARNG marksmanship training unit. Personnel who are transferred from these units are not authorized to wear the shoulder cord. Personnel in an attached or TDY status with these units, or the State small arms readiness training (SMART) teams, are not authorized to wear the shoulder cord.

Chapter 29

Wear of Decorations, Service Medals, Badges, Unit Awards, and Appurtenances

29–1. General

This chapter covers the decorations, medals, badges, unit awards and appurtenances, both U.S. and foreign, authorized for wear on Army uniforms. The term “awards” is an all-inclusive term covering any decoration, medal, badge, ribbon, or appurtenance bestowed on an individual or unit. The term “awards” is used throughout this chapter. The term “ribbon” is an all-inclusive term covering that portion of the suspension ribbon of a service medal or decoration that is worn instead of the service medal or decoration. The ribbon is made in the form of a ribbon bar, 1 3/8 inches long by 3/8 inches wide. The term “ribbon” is used throughout this chapter, and it includes service and training ribbons.

29–2. Authorization

a. Commanders may require the wear of awards on the following occasions.

(1) Parades, reviews, inspections, and funerals.

(2) Ceremonial and social occasions.

b. Awards are worn at the option of the wearer when not prohibited during normal duty hours. Personnel also may wear awards on appropriate uniforms when off duty (see para 29–4, below). Personnel are encouraged to wear authorized awards on the service, dress, and mess uniforms.

c. Soldiers may wear awards on the class B uniform during duty hours and when off duty, at their option.

29–4. When wear of awards is prohibited.

The wear of awards is prohibited in the following circumstances.

a. On any uniform other than those authorized in this regulation. (See section 704, title 18, United States Code (18 USC 704) for the penalty for unauthorized wear of the uniform.)

b. When serving a sentence of confinement.

c. When wearing civilian clothing, except for civilian awards, lapel buttons, or rosettes intended for wear with civilian clothing. Soldiers may wear miniature medals on formal civilian attire at formal social functions, when the wear of the Army uniform is inappropriate or not authorized.

29–5. Order of precedence by category of medal

The following list indicates the order of precedence by category when medals from two or more categories are worn at the same time.

a. U.S. military decorations.

b. U.S. unit awards.

c. U.S. non-military decorations.

d. U.S. service (campaign) medals, and service and training ribbons.

e. U.S. Merchant Marine awards.

f. Foreign military decorations.

g. Foreign unit awards.

h. Non-U.S. service awards.

i. State awards for ARNG soldiers.

29–6. Order of precedence within categories of medals

The following lists indicate the order of precedence within each category, when two or more medals from each category are worn at the same time.

a. U.S. military decorations. A decoration is an award given to an individual as a distinctively designed mark of honor denoting heroism, or meritorious or outstanding service or achievement. U.S. military decorations authorized for wear on Army uniforms are listed below in order of precedence.

(1) Medal of Honor (Army, Navy, Air Force).

(2) Distinguished Service Cross.

(3) Navy Cross.

(4) Air Force Cross.

(5) Defense Distinguished Service Medal.

(6) Distinguished Service Medal (Army, Navy, Air Force, Coast Guard).

(7) Silver Star.

(8) Defense Superior Service Medal.

(9) Legion of Merit.

(10) Distinguished Flying Cross.

(11) Soldier's Medal.

(12) Navy and Marine Corps Medal.

- (13) Airman's Medal.
- (14) Coast Guard Medal.
- (15) Bronze Star Medal.
- (16) Purple Heart.
- (17) Defense Meritorious Service Medal.
- (18) Meritorious Service Medal.
- (19) Air Medal.
- (20) Aerial Achievement Medal
- (21) Joint Service Commendation Medal.
- (22) Army Commendation Medal.
- (23) Navy Commendation Medal.
- (24) Air Force Commendation Medal.
- (25) Coast Guard Commendation Medal.
- (26) Joint Service Achievement Medal.
- (27) Army Achievement Medal.
- (28) Navy Achievement Medal.
- (29) Air Force Achievement Medal.
- (30) Coast Guard Achievement Medal.
- (31) Combat Action Ribbon.

b. U.S. unit awards. A unit award is given to an operating unit and is worn by members of that unit who participated in the cited action. Personnel who did not participate in the cited action, but who are assigned in the cited unit, are authorized temporary wear of some unit awards. U. S. unit awards authorized for wear on Army uniforms are listed below in their order of precedence.

- (1) Presidential Unit Citation (Army, Air Force).
- (2) Presidential Unit Citation (Navy).
- (3) Joint Meritorious Unit Award.
- (4) Valorous Unit Award.
- (5) Meritorious Unit Commendation (Army).
- (6) Navy Unit Commendation.
- (7) Air Force Outstanding Unit Award.
- (8) Coast Guard Unit Commendation.
- (9) Army Superior Unit Award.
- (10) Meritorious Unit Commendation (Navy).
- (11) Navy "E" Ribbon.
- (12) Air Force Organizational Excellence Award.
- (13) Coast Guard Meritorious Unit Commendation.

c. U.S. non-military decorations. U.S. non-military decorations authorized for wear on Army uniforms are listed below in their order of precedence. Personnel will wear other U.S. non-military (Federal agency) decorations based upon date of receipt. If more than one decoration is awarded by the same agency, the decorations are worn in the order of precedence, as established by the awarding agency. Personnel will not wear U.S. non-military decorations that duplicate recognition for service or an act for which a military decoration has already been awarded. Awards given by a jurisdiction inferior to the Federal Government are not authorized for wear on the Army uniform, except as specified in paragraph *k*, below.

- (1) Presidential Medal of Freedom.
- (2) Presidential Citizen's Medal.
- (3) President's Award for Distinguished Federal Civilian Service.
- (4) Department of Defense Distinguished Civilian Service Award.
- (5) Secretary of Defense Exceptional Civilian Service Award.
- (6) Secretary of Defense Meritorious Civilian Service Award.

- (7) Surgeon General's Exemplary Service Medal.
- (8) NASA Space Flight Medal.
- (9) Public Health Service Commendation Medal.
- (10) Public Health Service Achievement Medal.
- (11) Department of State Superior Honor Award.
- (12) Decoration for Exceptional Civilian Service.
- (13) Meritorious Civilian Service Award.
- (14) Superior Civilian Service Award.
- (15) Commander's Award for Civilian Service.
- (16) Achievement Medal for Civilian Service.

d. U.S. service (campaign) medals, and service and training ribbons. U.S. service (campaign) medals, and service and training ribbons authorized for wear on the uniform are listed below, in their order of precedence. Personnel may wear service medals and service and training ribbons awarded by other U.S. Services on the Army uniform, except for the Air Force Longevity Service Award ribbon and Air Force, Navy, and Coast Guard marksmanship medals and ribbons. Personnel will wear service and training medals and ribbons awarded by other U.S. Services after U.S. Army service and training ribbons, and before foreign awards.

(1) Prisoner of War Medal.

(2) Good Conduct Medal. Good Conduct Medals from the other Services follow the Army Good Conduct Medal in order of precedence. The Army reserve components' Achievement Medal and equivalents awarded by other Service reserve components follow the Army Good Conduct Medal and Good Conduct Medals from the other U.S. Services, in order of precedence.

(3) American Defense Service Medal.

(4) Women's Army Corps Service Medal.

(5) American Campaign Medal.

(6) Asiatic-Pacific Campaign Medal.

(7) European-African-Middle Eastern Campaign Medal.

(8) World War II Victory Medal.

(9) Army of Occupation Medal.

(10) Medal for Humane Action.

(11) National Defense Service Medal.

(12) Korean Service Medal.

(13) Antarctica Service Medal.

(14) Armed Forces Expeditionary Medal.

(15) Vietnam Service Medal.

(16) Southwest Asia Service Medal.

(17) Kosovo Campaign Medal

(18) Armed Forces Service Medal.

(19) Humanitarian Service Medal.

(20) Military Outstanding Volunteer Service Medal.

(21) Armed Forces Reserve Medal.

(22) NCO Professional Development Ribbon.

(23) Army Service Ribbon.

(24) Overseas Service Ribbon.

(25) Army Reserve Components Overseas Training Ribbon.

(26) Coast Guard Special Operations Service Ribbon.

(27) Air Force Combat Readiness Medal

e. U.S. Merchant Marine awards. Listed below in their order of precedence are the U.S. Merchant Marine awards authorized for wear on the Army uniform.

- (1) Distinguished Service Medal.
- (2) Meritorious Service Medal.
- (3) Gallant Ship Citation.
- (4) Mariner's Medal.
- (5) Combat Medal.
- (6) Defense Medal.
- (7) Atlantic War Zone Medal.
- (8) Pacific War Zone Medal.
- (9) Mediterranean-Middle East War Zone Medal.
- (10) Victory Medal.
- (11) Korean Service Medal.
- (12) Vietnam Service Medal.
- (13) Expeditionary Medal.
- (14) Philippine Defense Ribbon.
- (15) Philippine Liberation Ribbon.

f. U.S. non-military unit awards. The Public Health Service Unit Award and the National Intelligence Meritorious Unit Citation are authorized for wear on the Army uniform.

g. Foreign military decorations. Personnel who are specifically authorized by law to accept decorations from foreign governments may wear them in the order of their receipt after all U.S. decorations, the Good Conduct Medal, campaign and service medals, and service and training ribbons. (See chap 9, AR 600–8–22, for application procedures to request authorization to accept and wear foreign decorations.) Personnel may not wear any foreign decorations on the uniform unless at least one U.S. decoration or service medal is worn at the same time. Personnel will not wear foreign awards that do not conform to the standard U.S. size ribbon bar or medal.

h. Foreign unit awards. The following foreign unit awards, listed in their order of precedence, are authorized for wear on the Army uniform, when at least one U.S. decoration, service medal, or ribbon is worn at the same time.

- (1) Philippine Republic Presidential Unit Citation.
- (2) Republic of Korea Presidential Unit Citation.
- (3) Vietnam Presidential Unit Citation.
- (4) Republic of Vietnam Gallantry Cross Unit Citation.
- (5) Republic of Vietnam Civil Actions Unit Citation.
- (6) Fourrageres (no order of precedence).
 - (a) French Fourragere.
 - (b) Belgian Fourragere.
 - (c) Netherlands Orange Lanyard.

i. Non-U.S. service medals and ribbons. The following non-U.S. service awards, listed in their order of precedence, are authorized for wear on the Army uniform when at least one U.S. decoration, service medal, or ribbon is worn at the same time. An individual may not wear any other foreign service medal, unless the wearer was awarded such medal while a bona fide member of the armed forces of a friendly foreign nation and has received HQDA approval to wear the medal or ribbon. (See chap 9, AR 600–8–22, for application procedures to request authorization to accept and wear foreign service medals or ribbons.)

- (1) Philippine Defense Ribbon.
- (2) Philippine Liberation Ribbon.
- (3) Philippine Independence Ribbon.
- (4) United Nations Service Medal.
- (5) Inter-American Defense Board Medal.
- (6) United Nations Medal.
- (7) NATO Medal.
- (8) Multinational Force and Observers Medal.

- (9) Republic of Vietnam Campaign Medal.
- (10) Kuwait Liberation Medal (Saudi Arabia).
- (11) Kuwait Liberation Medal (Government of Kuwait).
- (12) Republic of Korea War Service Medal.

j. Army National Guard personnel are authorized to wear State awards under applicable State laws or regulations when assigned to the ARNG under the command and control of the Governor or Adjutant General, under the provisions of title 32, United States Code. The term “State” includes the 50 states, U.S. territories (which include Guam and the U.S. Virgin Islands), Puerto Rico, and the District of Columbia. The following personnel statuses are included in this authorization: Active Guard Reserve (AGR); active duty for training (ADT), active duty for special work (ADSW); full-time National Guard duty (FTNGD) for special work or training, annual training; and inactive duty training (drill status), including periods when personnel may be attached to the active component or reserve of any service, whether paid or unpaid. Personnel will wear such awards in the State order of precedence, after Federal and foreign awards. Soldiers on active Federal Service, under the provisions of title 10, United States Code, are authorized to accept but not wear State or Territory awards.

29–7. Wear of service ribbons and lapel buttons

a. Ribbons.

(1) Where worn. Personnel may wear ribbons representing decorations, service medals, service ribbons, and training ribbons on the following uniforms.

(*a*) Male personnel. On the coats of the Army green, blue, and white uniforms, and on the AG shade 415 shirt.

(*b*) Female personnel. On the coats of the Army green, blue, and white uniforms, the maternity tunic, and the AG shade 415 shirt.

(2) How worn.

(*a*) General. Ribbons are worn in order of precedence from the wearer’s right to left, in one or more rows, with either no space between rows or 1/8–inch space between rows. No more than four ribbons are worn in any one row. Soldiers will not start a second row unless they are authorized to wear four or more ribbons. The determination of whether three or four ribbons are worn in each row is based upon the size of the coat and the position of the lapel. The first and second rows will contain the same number of ribbons (three or four) before starting a third row. The third and succeeding rows will contain the same number of ribbons as the first two rows, but may contain less. The top row is centered on the row beneath, or may be aligned to the wearer’s left, whichever presents the best appearance (see fig 29–1).

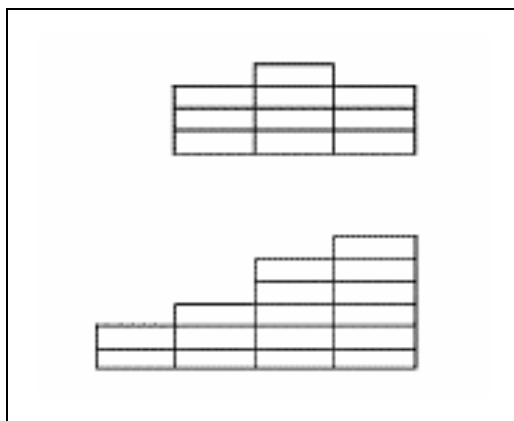


Figure 29–1. Wear of ribbons centered and aligned to the left

(*b*) Personnel are authorized to have their ribbons commercially mounted on a cloth background, on an optional basis. Soldiers who choose this option must ensure the color of the cloth background is black, or that it matches the color of the uniform fabric. The border trim should not exceed 1/8 inch. Soldiers will not wear a black background on the AG shade 415 and 469 shirts. Plastic or plastic-coated, commercially mounted ribbons are not authorized.

(c) Male personnel. On the coats of the Army green, blue, and white uniforms, and on the AG shade 415 shirt, males wear the ribbons centered 1/8 inch above the left breast pocket. Ribbon mounts will remain centered above the pocket even if the top ribbon row is offset (see fig 29-2).

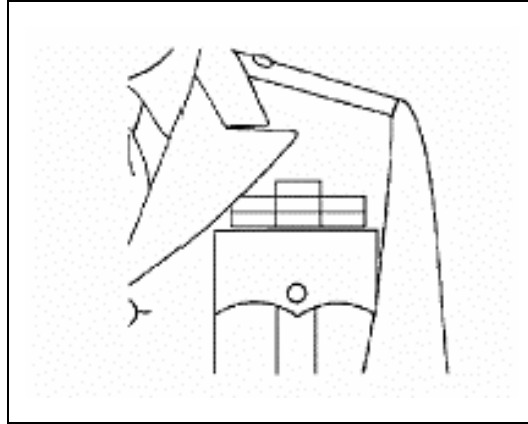


Figure 29-2. Wear of ribbons, Army green, blue, and white uniforms, male

(d) Female personnel. On the coats of the Army green, blue, and white uniforms, the maternity tunic, and the AG shade 415 shirt, females wear the ribbons centered on the left side, with the bottom row positioned parallel to the bottom edge of the nameplate. Females may adjust the placement of the ribbons to conform to individual body-shape differences (see fig 29-3).



Figure 29-3. Wear of ribbons, Army green, blue, and white uniforms, female (new version coats)

b. Lapel buttons. Lapel buttons are miniature enameled replicas of an award that are worn only on civilian clothing. Males wear the buttons on the left lapel of civilian clothing; females wear the buttons in a similar location on their civilian attire.

29-8. Wear of full-size U.S. and foreign decorations and service medals

a. Where worn. All personnel may wear full-size decorations and service medals on the Army blue and white uniforms. When the Army green dress uniform is worn to social functions, enlisted personnel may wear full-size decorations and service medals on the coat of the green dress uniform.

b. How worn. Personnel wear all full-size decorations, except the Medal of Honor (see para *c*, below) in the order of precedence from the wearer's right to left, in one or more rows, with 1/8 inch space between rows. Second and subsequent rows will not contain more medals than the row below. Personnel will not wear service and training ribbons when full-size decorations and service medals are worn. Personnel may wear U.S. and foreign unit award emblems as prescribed, when wearing full-size medals. Full-size medals are worn as follows:

(1) Males wear full-size medals immediately above the left breast pocket, in as many rows as necessary. The number of medals worn in each row depends upon the size of the coat. Full-size decorations or medals will not overlap within a row. When full-size medals are worn, up to three full-size or miniature combat and special skill badges from groups 1 to 5 are authorized for wear above the medals, in order of group precedence (see para 29-17a). Males may not wear the Driver and Mechanic badges with full-size medals, and they may not wear special skill and marksmanship badges on the pocket flap below the medals (see fig 29-4).

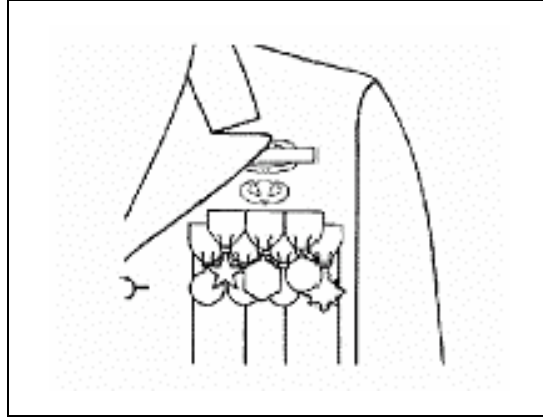


Figure 29-4. Wear of full-size and miniature medals, Army blue and white uniforms, male

(2) Females wear full-size medals centered on the left side of the coat. The bottom row of the medal pendants are positioned parallel to the bottom of the nameplate. Females may adjust the placement of the medals and nameplate to conform to individual body shape differences. The number of medals worn in each row depends upon the size of the coat. When full-size medals are worn, up to three full-size or miniature combat and special skill badges from groups 1 to 5 are authorized for wear above the medals, in order of group precedence (see para 29-17a). Females may not wear the Driver and Mechanic badges with full-size medals, and they may not wear special skill and marksmanship badges below the medals (see fig 29-5).

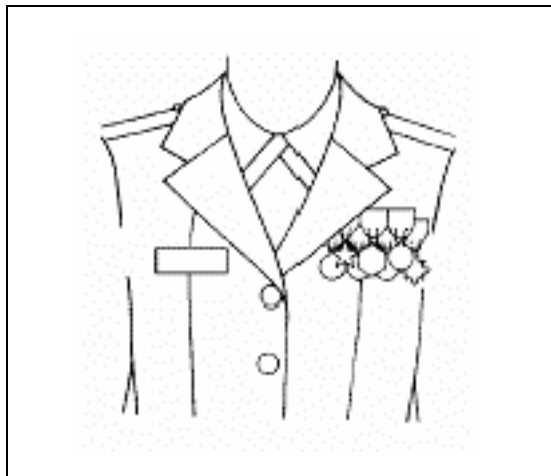


Figure 29-5. Wear of full-size and miniature medals, Army blue and white uniforms, female (new version coats)

c. Medal of Honor. The Medal of Honor is worn with the neckband ribbon around the neck, outside the shirt collar and inside the coat collar, with the medal hanging over the necktie. Authorized foreign neck decorations are worn beneath the Medal of Honor (see fig 29-6).

Figure 29-6. Wear of Medal of Honor

29-9. Wear of miniature decorations and service medals

a. Miniature medals are replicas of regular size medals, made to a scale of one-half the size of the original. Except for the Medal of Honor, for which there is no miniature, only miniature decorations and service medals are authorized for wear on the mess and evening mess uniforms. Personnel will not wear full-size medals, service and training ribbons, or U.S. and foreign unit award emblems with miniature medals. Only the dress miniature-size combat and special skill badges are worn with miniature medals.

b. Miniature decorations and service medals are authorized for wear on the following uniforms.

(1) Male personnel. On the Army white and blue uniforms, the white and blue mess and evening mess uniforms; and on the left lapel of formal civilian attire, when wear of Army uniforms is inappropriate or not authorized. Miniature badges are authorized for wear on the AG shade 415 shirt. (See para 29-17*b* for wear of combat and special skill badges with miniature medals; see paragraphs 29-17*c* and 29-18*d* for wear of combat and special skill badges on the AG shade 415 shirt.)

(2) Female personnel. On the Army white and blue uniforms; the white, all-white, black, or blue mess uniforms; the Army white, blue, or black evening mess uniforms; and on the left side of formal civilian attire when wear of Army uniforms is inappropriate or not authorized. Miniature badges are authorized for wear on the AG shade 415 shirt. (See para 29-17*b* for wear of combat and special skill badges with miniature medals; see paragraphs 29-17*c* and 29-18*d* for wear of combat and special skill badges on the AG shade 415 shirt.)

c. The maximum length of holding bars for miniature medals is 2 3/4 inches. Miniature decorations and service medals are worn in the order of precedence from the wearer's right to left, with the medal of highest precedence worn on the top row, if more than one row is required. Miniature medals are worn side by side when four or less are worn in the same row, and they may be overlapped. If the medals are overlapped, the overlap will not exceed 50 percent and will be equal for all medals. When more than one row of miniature medals are worn, the second and subsequent rows are positioned so that the medal pendants on the row below are visible. The top row of miniature medals is centered over the row immediately below. Miniature medals are worn as follows:

(1) Male personnel. Miniature medals are worn centered on the left lapel, approximately 1/2 inch below the notch of the mess and evening mess uniforms, and will not extend beyond the edge of the lapel. Personnel may adjust placement of the medals to accommodate the wear of dress miniature badges (see fig 29-7). Personnel will wear miniature medals on the Army blue and white uniforms only when these uniforms are worn as formal dress uniforms (with bow tie). When worn on the blue and white uniforms, the miniature medals are worn above the left breast pocket in the same position as full-size medals (see fig 29-4). (See para 29-17*c* for wear of dress miniature badges with miniature medals on the blue and white uniforms.)

Figure 29-7. Wear of miniature medals on mess uniforms, male

(2) Female personnel. Miniature medals are worn centered on the left lapel of the Army blue mess and the new versions of the Army white mess uniforms. On the black mess uniform, the old version of the white mess jackets, and on the Army white and blue uniform coats, females wear the medals centered on the left side of the jacket (not on the lapels). The medals are placed so the bottom line is positioned parallel to the top edge of the top button of the Army white and blue uniform coats, and in a similar position on the new version of the white mess uniforms, and the blue mess and evening mess uniforms (see fig 29-8). Females may adjust placement of the medals to conform to differences in individual body shape. Personnel may wear miniature medals on the Army blue and white uniform coats only when these uniforms are worn as formal dress uniforms. (See para 29-17*c* for wear of dress miniature badges with miniature medals on the Army blue and white dress uniforms.)

Figure 29-8. Wear of miniature medals on mess uniforms, female

29-10. Wear of multiple neck ribbons, broad sashes, and stars

a. An individual awarded more than one decoration that includes a broad ribbon, sash, or star, will wear only one broad ribbon or sash, and no more than four stars at one time. The Presidential Medal of Freedom broad ribbon with badge and star has precedence over all other broad ribbons, sashes, or stars. Stars are worn above the waistline on the side, as described by the awarding country (see figs 29-11 and 29-12). Stars are worn as follows:

- (1) Two stars. Along side or above the first star.
- (2) Three stars. In a triangle, with the point of the triangle up.
- (3) Four stars. The fourth star is centered beneath the triangle of three stars.

b. An individual may not wear more than two decorations with neck ribbons at one time. The decoration with the highest precedence is worn suspended above the other. The Medal of Honor takes precedence over all other decorations with neck ribbons (see figs 29–6, 29–9, and 29–10).

Figure 29–9. Wear of multiple neck ribbons, male

Figure 29–10. Wear of multiple neck ribbons, female

Figure 29–11. Wear of sash and stars, male

Figure 29–12. Wear of sash and stars, female

29–11. Wear of U.S. and foreign unit awards

a. Description. Unit award emblems awarded with frames are worn with the laurel leaves of the frame pointing upward. Unit awards are worn on the right side of the uniform, regardless of which service awarded them. Only one emblem representing the same unit award is worn at one time. Personnel may wear unit awards when wearing full-size medals or service ribbons, but they may not wear them with miniature medals. Unit awards received from other U.S. Services that have a frame are worn with the Army (large-size) unit award citation frame. Unit awards of the other U.S. Services that do not have frames are worn on the right side, without frames. (See table 29–1 for authority to wear U.S. unit awards on a temporary or permanent basis.) The criteria for permanent and temporary wear of foreign unit awards are contained in AR 600–8–22.

Table 29–1

Authority for wear—U.S. unit award emblems

b. Where worn. Personnel may wear U.S. and foreign unit award emblems on the following uniforms.

- (1) Male personnel. On the coats of the Army green, blue, and white uniforms, and the AG shade 415 shirt.
- (2) Female personnel. On the coats of the Army green, blue, and white uniforms, the Army green maternity tunic, and the AG shade 415 shirt.
- (3) Foursrageres and lanyards. Foursrageres and lanyards are authorized for wear on the coats of the uniforms listed in paragraphs (1) and (2), above.

c. How worn. All permanent and temporary unit award emblems, with and without frames, are worn in the order of precedence from the wearer's right to left. Award emblems are worn in rows containing no more than three emblems per row, with no space between emblems, and with up to 1/8 inch space between rows, depending upon the size of emblems with frames. The emblems are worn as follows:

- (1) Male personnel. Emblems with or without frames are worn centered and 1/8 inch above the right breast pocket flap (see fig 29–13).

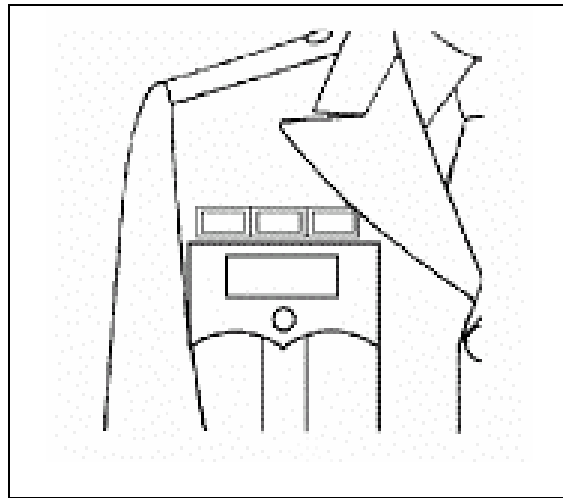


Figure 29–13. Wear of unit awards, male

(2) Female personnel. Emblems with or without frames are worn centered on the right side of the uniform, with the bottom edge 1/2 inch above the top edge of the nameplate (see fig 29–14).



Figure 29–14. Wear of unit awards, female

(3) Fourrageres and lanyards. Permanent and temporary fourrageres and lanyards, when authorized for wear according to AR 600–8–22, are worn on the left shoulder, with the cord passing under the sleeve and attached to the shoulder loop on the coat of the green and white uniforms, and on the enlisted blue uniforms. Officer personnel authorized to wear a fourragere or lanyard on the blue coat must attach a 20-ligne button to the left shoulder seam, 1/2 inch outside the collar edge, to attach these awards. Only one fourragere, lanyard, aiguillette, or cord is authorized for wear on each shoulder.

d. Foreign unit awards. If a foreign unit award is worn, personnel must wear at least one other U.S. decoration, service medal, or unit award. Foreign unit awards are worn after U.S. unit awards, by date of receipt. (See AR 600–8–22 for criteria for acceptance of foreign unit awards.) Foreign unit awards are worn as follows:

- (1) French fourragere: when authorized for permanent or temporary wear.
- (2) Belgian fourragere: only when authorized for permanent wear.
- (3) Netherlands orange lanyard: only when authorized for permanent wear.
- (4) The Philippine Republic Presidential Unit Citation is authorized for permanent wear, only. The blue portion of the badge is worn to the wearer's right. No oak leaf cluster or other appurtenance is authorized for wear with this award.
- (5) The Republic of Korea Presidential Unit Citation is authorized for temporary or permanent wear, when authorized. The red portion of the central figure is worn uppermost. No oak leaf cluster or other appurtenance is authorized for wear with this award.
- (6) The Vietnam Presidential Unit Citation is authorized for permanent wear only.
- (7) The Republic of Vietnam Gallantry Cross Unit Citation is authorized for permanent wear only.
- (8) The Republic of Vietnam Civil Actions Unit Citation is authorized for permanent wear only.
- (9) Individuals may not wear more than one Gallantry Cross Unit Citation and one Civil Actions Unit Citation; this precludes wear of the Vietnamese fourrageres, which represent additional unit awards.

29–12. Wear of appurtenances

Appurtenances are devices affixed to service or suspension ribbons, or worn in lieu of medals or ribbons. They are worn to denote an additional award, participation in a specific event, or some other distinguishing characteristic of an award. The following appurtenances are authorized for wear on decorations, medals, ribbons and other awards, when authorized by appropriate authority. When more than one appurtenance is worn, soldiers will ensure all devices are centered on the ribbon. (See AR 600–8–22 for additional information.)

a. Oak leaf clusters.

(1) A bronze twig of four oak leaves with three acorns on each stem is worn to denote award of second and succeeding awards of decorations (other than the Air Medal), the Army Reserve Components Achievement Medal, and unit awards. A silver oak leaf cluster is worn in lieu of five bronze oak leaf clusters. It is worn to the wearer's

right of a bronze oak leaf cluster and to the left of the “V” device. Oak leaf clusters, 5/16 inch in length, are worn on service ribbons, the suspension ribbon of miniature medals, and unit awards. Oak leaf clusters, 13/32 inch in length, are worn on the suspension ribbon of full-size medals. Oak leaf clusters 5/16 inch in length, joined together in series of two, three, and four clusters, are authorized for optional purchase and wear on service ribbons and unit award emblems. Personnel wear oak leaf clusters centered on the service ribbon and suspension ribbon, with the stems of the leaves pointing to the wearer’s right. If four oak leaf clusters are worn on the suspension ribbon on either full-size or miniature medals, the fourth one is placed above the middle one in the row of three. No more than four oak leaf clusters can be worn side-by-side on service ribbons.

(2) If the number of authorized oak leaf clusters exceeds four and will not fit on a single ribbon, a second ribbon is authorized for wear. When the second ribbon is worn, it is placed after the first ribbon; the second ribbon counts as one award. Personnel may wear no more than four oak leaf clusters on each ribbon. If the receipt of future awards reduces the number of oak leaf clusters sufficiently (that is, a silver oak leaf for five awards), personnel will remove the second ribbon and place the appropriate number of devices on a single ribbon.

b. “V” device. The “V” device is a bronze block letter, “V,” 1/4 inch high. It is worn to denote participation in acts of heroism involving conflict with an armed enemy. The “V” device is worn centered on the suspension ribbon and service ribbon on the Air Medal, Bronze Star Medal, Army Commendation Medal, and the Joint Service Commendation Medal. Not more than one “V” device is worn on a ribbon. When worn with an oak leaf cluster or numerals, the “V” device is worn on the wearer’s right.

c. Numerals. Arabic numerals, 3/16 inch in height, are issued in lieu of a medal or ribbon for second and succeeding awards of the Air Medal, Army Reserve Components Overseas Training Ribbon, the Overseas Service Ribbon, the Multinational Force and Observers Medal (MFO), and with succeeding awards of the “M” device with the Armed Forces Reserve Medal. The ribbon denotes the first award, and numerals starting with the numeral 2 denote second and subsequent awards. The numeral worn on the NCO Professional Development Ribbon denotes the highest level of NCO development, as follows:(ribbon=the primary course; 2=basic course; 3=advanced course; 4=U.S. Army sergeants major academy course completion, or equivalent level training approved by HQDA.) The numerals are worn centered on the suspension ribbon of the medal or the ribbon. (See para *i*, below, for placement of a numeral with the “M” device.)

d. Clasps.

(1) The Good Conduct Medal clasp is worn on the service ribbon and suspension ribbon of the Good Conduct Medal to denote second and subsequent awards. The clasp is worn centered on the Good Conduct Medal suspension ribbon and service ribbon. The clasp of the full-size medal and service ribbon is a bar, 1/8 inch by 1 3/8 inches, made of bronze, silver, or gold, with loops to indicate each period of service. The clasp for the miniature medal is 1/16 inch by 5/8 inch. (See table 29–2 for a description of the clasps authorized for second and subsequent awards. See chap 4, AR 600–8–22, for criteria for award of the Good Conduct Medal.)

(2) The Antarctic wintered-over clasp is a clasp, with the words “Wintered Over,” that is worn centered on the suspension ribbon of the Antarctica service medal. A disk with an outline of the Antarctic Continent is worn on the service ribbon. The clasp and disc are bronze for the first winter, gold for the second winter, and silver for three or more winters.

(3) All other clasps are worn only on the suspension ribbon of the award and denote battle campaigns and service campaigns; they are not worn on the service ribbon.

Table 29–2
Clasps authorized for second and subsequent awards of the Good Conduct Medal.

Award	Clasp
2d	Bronze, 2 loops
3d	Bronze, 3 loops
4th	Bronze, 4 loops
5th	Bronze, 5 loops
6th	Silver, 1 loop
7th	Silver, 2 loops
8th	Silver, 3 loops
9th	Silver, 4 loops
10th	Silver, 5 loops
11th	Gold, 1 loop
12th	Gold, 2 loops
13th	Gold, 3 loops
14th	Gold, 4 loops
15th	Gold, 5 loops

e. Service stars. The service star is a bronze or silver five-pointed star, 3/16 inch in diameter. A silver service star is worn in lieu of five bronze service stars. It is worn to the wearer's right of a bronze service star and to the left of an arrowhead. (See AR 600–8–22 for the criteria for wear.) Service stars are worn to denote an additional award or service in a named campaign and are centered on the ribbon and suspension ribbon with one point upward.

Additional service stars are worn side by side, each with one point upward. Three-sixteenths-inch service stars, joined together in a series of two, three, and four stars, are authorized for optional purchase and wear on ribbons. The bronze service star is affixed to the parachutist badge to denote participation in a combat parachute jump.

f. Arrowhead. The arrowhead is a bronze replica of an Indian arrowhead, 1/4 inch high. It denotes participation in a combat parachute jump, combat glider landing, or an amphibious assault landing while assigned or attached as a member of an organized force carrying out an assigned tactical mission. It is worn on the suspension ribbon and service ribbon of the Asiatic-Pacific Campaign, European-African-Middle Eastern Campaign, and World War II Campaign medals; the Korean Service and Vietnam Service medals; and the Armed Forces Expeditionary Medal. The arrowhead is worn with the point facing upward, and is worn to the wearer's right of all service stars. Only one arrowhead is worn on any ribbon.

g. Berlin Airlift device. The Berlin Airlift device is a miniature replica of a C-54 aircraft and is worn on the suspension and service ribbons of the Army of Occupation Medal, with the nose pointed upward at a 30-degree angle, to the wearer's right. When the device is worn on the suspension ribbon of the medal, it is centered above the "Germany" clasp.

h. Ten-Year device. The Ten-Year device is an hourglass that is worn centered on the suspension ribbon or service ribbon of the Armed Forces Reserve Medal to denote each succeeding 10-year period in addition to, and under the same conditions as prescribed for the award of the Armed Forces Reserve Medal. If two or more devices are authorized, they are placed side-by-side. A bronze device denotes the completion of the first 10-year period (10 years); a silver device denotes completion of the second period (20 years); a gold device denotes completion of the third period (30 years), and a gold device followed by a bronze device denotes completion of the fourth period (40 years). The Ten-Year device, 11/32 inch in height, is worn on the suspension ribbon of full-size medals and on the service ribbon; the Ten-Year device, 3/16 inch in height, is worn on the suspension ribbon of miniature medals.

i. "M" device. The "M" device is a bronze letter "M" that is worn on the suspension ribbon or service ribbon of the Armed Forces Reserve Medal to denote service during a mobilization or contingency designated by the Secretary of Defense. If personnel served during more than one mobilization or contingency, a numeral is worn to the wearer's left of the "M" device, to indicate the number of times mobilized. If worn alone, the "M" device is worn centered on the ribbon. When worn with the Ten-Year device, the "M" device is centered on the ribbon, and the Ten-Year device is worn to the wearer's right. If a numeral is worn, it is placed on the ribbon to the wearer's left, with the "M" device in the center and the Ten-Year device to the wearer's right.

29–13. Badges authorized for wear on Army uniforms

A badge is awarded to an individual for identification purposes, or for attaining a special skill or proficiency. The criteria for the award of Army badges are contained in AR 600–8–22, and in NGR 601–1 for Army National Guard Recruiting and Retention identification badges. Most combat and special skill badges are available in full, miniature, and dress miniature sizes. The following badges are authorized for wear on the Army uniform.

a. Military badges awarded by the Department of Army, U.S. Air Force, Navy, Coast Guard, and the Director of Civilian Marksmanship. (See para *g*, below, for additional information.)

b. Badges awarded by the Regular Army and Navy Union, and by the Army and Navy Union of the United States.

c. Marksmanship badges pertaining to national matches and approved by HQDA. Marksmanship badges from other U.S. Services are not authorized for wear on the Army uniform.

d. Badges of civic and quasi-military societies of the United States, and international organizations of a military nature. These include badges of organizations originally composed of members who served in a U.S. force during the Revolutionary War; the War of 1812; the Mexican War; the Civil War; the Spanish-American War; the Philippine Insurrection; and the Chinese Relief Expedition of 1900. The badges are worn only while the wearer is actually attending meetings or functions of such organizations, or on occasions of ceremony. Personnel will not wear these badges to and from such meetings or events.

e. Badges awarded by friendly foreign nations in recognition of military activities, and as authorized by AR 600–8–22.

f. Tabs indicating marksmanship or special skill. The President's Hundred, Ranger, and Special Forces tabs are the only tabs authorized for permanent wear. Tabs such as Airborne, Honor Guard, Mountain, and Pershing are authorized for temporary wear only. These tabs are considered an integral part of the shoulder sleeve insignia and soldiers are not authorized to wear them when they are reassigned from the organization that prescribed wear of the shoulder sleeve insignia with tab.

g. In accordance with AR 600–8–22, personnel must obtain authority from HQDA before wearing badges on the uniform that were awarded by other U.S. Services, or by the Director of Civilian Marksmanship. The following rules apply when wearing badges from other U.S. Services.

(1) Military combat or special skill badges awarded by other U.S. Services that are similar to U.S. Army combat or special skill badges are worn on the Army uniform in the same manner as U.S. Army combat or special skill badges, only if no Army badges are authorized for wear in the same group. For example, a soldier who had no group 3 badges could wear aviation badges awarded by the U.S. Air Force (USAF) as group 3 badges (as Army Aviation and Aviator badges are worn). However, if the individual was authorized to wear an Army badge in group 3, the soldier would not be authorized to wear the group 3 badge from the USAF.

(2) Skill badges awarded by other U.S. Services that are not similar to Army skill badges are worn as group 4 badges.

(3) Badges from other U.S. Services that indicate career fields are not authorized for wear, such as USAF medical insignia, or badges used to identify the duty, function, or classification of the wearer. Some examples are USAF fire protection, air training command instructor, security police, or the Naval aviation warfare specialist.

(4) Personnel will not wear badges awarded by other U.S. Services which, because of size or configuration, cannot be worn as group 4 badges. Subdued embroidered or metal skill badges authorized for wear by another U.S. Service, and that are authorized for wear on the Army uniform, may be worn on utility uniforms in the same manner as prescribed for Army badges.

29–14. Badges not authorized for wear on Army uniforms

- a.* Badges awarded by States and other jurisdictions inferior to the U.S. Government, except as provided in paragraph 29–6*j* for ARNG soldiers in their state status.
- b.* Badges awarded by jurisdictions inferior to foreign national governments.
- c.* Badges awarded by foreign civilian organizations.
- d.* Foreign military badges, except as previously authorized.
- e.* Marksmanship badges awarded by other U.S. Services.
- f.* Locally authorized badges.

29–15. Categories of badges authorized for wear on Army uniforms

The following categories of badges are worn on the Army uniform.

- a.* Marksmanship badges and tab.
- b.* Combat and special skill badges and tabs.
- c.* Identification badges.
- d.* Foreign badges.

29–16. Marksmanship badges and tab

a. Listed below in their order of precedence are the marksmanship badges authorized for wear on the Army uniform.

- (1) Distinguished International Shooter badge (see fig 29–15).

Figure 29–15. U.S. Distinguished International Shooter badge

- (2) Distinguished Rifleman badge (see fig 29–16).

Figure 29–16. Distinguished Rifleman badge

- (3) Distinguished Pistol Shot badge (see fig 29–17).

Figure 29–17. Distinguished Pistol Shot badge

- (4) National Trophy Match badge.
- (5) Interservice Competition badge.
- (6) U.S. Army Excellence in Competition Rifleman badge (see fig 29–18).

Figure 29–18. U.S. Army Excellence in Competition Rifleman badge

(7) U.S. Army Excellence in Competition Pistol Shot badge (see fig 29–19).

Figure 29–19. U.S. Army Excellence in Competition Pistol Shot badge

(8) Marksmanship Qualification badges (Expert, Sharpshooter and Marksman) (see fig 29–20).

Figure 29–20. Marksmanship qualification badges

b. No more than three marksmanship badges (does not include marksmanship tab; see para *c*, below) are authorized for wear. Personnel will not attach more than three clasps to marksmanship badges. The total number of marksmanship and special skill badges worn on the pocket flap or below the ribbons will not exceed three.

(1) Where worn. Marksmanship badges are authorized for wear on the following uniforms.

(a) Male personnel. On the coat of the Army green, white, and blue uniforms, and the AG shade 415 shirt.

(b) Female personnel. On the coats of the Army green, white, and blue uniforms, maternity tunic, and the AG shade 415 shirt.

(2) How worn. Marksmanship badges are worn in order of precedence from the wearer's right, and to the left of any special skill badges that are worn. Normally, all soldiers wear at least one marksmanship badge, unless they fail to qualify or are exempt from qualification by Army regulations.

(a) Male personnel. Marksmanship badges are worn on the upper portion of the left breast pocket flap, or on the lower portion of the pocket flap, if special skill badges are worn. (See para 29–17 for a description and the wear policy for special skill badges.) Marksmanship badges and special skill badges are authorized for wear on the pocket flap of the Army green, blue, and white uniforms, as prescribed below, with the exception of the Ranger and Special Forces tab metal replicas. When either the Special Forces or Ranger metal tab replicas are worn on the pocket flap of the blue or white dress uniforms, the replicas are worn approximately 1/8 inch below the top of the pocket. (See para 29–17*e* for a description of, and the wear policy for metal tab replicas.) When airborne background trimming is worn beneath the Parachutist or Air Assault badge, personnel will center the badge on the trimming and place it so that the space between the pocket flap seam and the top of the background trimming is 1/8 inch.

(b) Female personnel. On the service or dress uniform coats and on the maternity tunic, marksmanship badges are worn on the left side, 1/4 inch below the bottom ribbon row, or in a similar location if ribbons are not worn. Personnel may adjust the placement of badges to conform to individual body-shape differences. Marksmanship badges and special skill badges authorized for wear below ribbons are worn as prescribed below. (See para 29–17 for a description and the wear policy for special skill badges.) When airborne background trimming is worn beneath the Parachutist or Air Assault badge, personnel will center the badge on the trimming and place it so that the space between the bottom of the ribbon bar and the top of the background trimming is 1/4 inch.

(3) Following are descriptions of the placement of badges when more than one marksmanship badge is worn, or when special skill badges are worn with marksmanship badges.

(a) One marksmanship or one special skill badge. Males wear the badge centered on the pocket flap, from left to right, with the upper portion of the badge approximately 1/8 inch below the top of the pocket (see fig 29–21). Females wear the badge on the left side, centered below the ribbons, with the upper portion of the badge 1/4-inch below the ribbon bar (see fig 29–22).

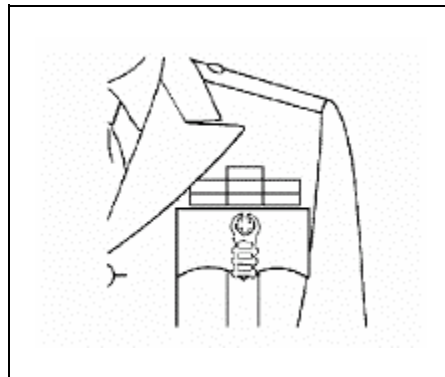


Figure 29–21. Wear of one marksmanship or special skill badge on pocket flap, male

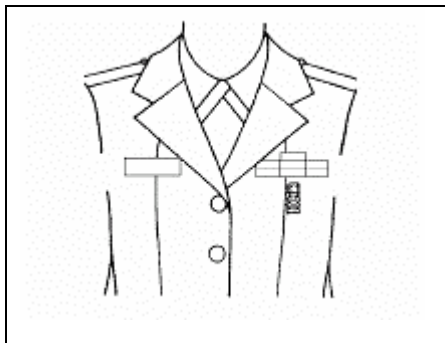


Figure 29–22. Wear of one special skill or one marksmanship badge, female

(b) Two special skill or two marksmanship badges, or one special skill and one marksmanship badge. Males wear these badges equally spaced on the pocket flap, from left to right, with the upper portion of the badges approximately 1/8 inch below the top of the pocket, and with at least 1 inch between badges (see figs 29–23 and 29–25). Females wear these badges with the upper portion 1/4-inch below the ribbon bar, and with at least 1 inch between badges (see figs 29–24 and 29–26). Special skill badges are worn to the wearer’s right of the marksmanship badges.

Figure 29–23. Wear of two marksmanship or two special skill badges on pocket flap, male

Figure 29–24. Wear of two marksmanship or two special skill badges below ribbons, female

Figure 29–25. Wear of one marksmanship and one special skill badge on pocket flap, male

Figure 29–26. Wear of one marksmanship and one special skill badge below ribbons, female

(c) One special skill and two marksmanship badges. Males wear these badges equally spaced on the pocket flap, from left to right, with the upper portion of the badges approximately 1/8 inch below the top of the pocket. Males will wear marksmanship badges that have attaching devices at the top of the badge, such as the Excellence in Competition Rifleman badge, in this manner (see fig 29–27). When no badges are worn that have devices attached at the top, males have the option of wearing the special skill badge centered on the pocket flap, from left to right, with the upper portion of the badge approximately 1/8 inch below the top of the pocket. Each marksmanship badge is centered between the button and the left or right side of the pocket. The bottom of the badges (not the clasp holder or clasps) is adjacent to the bottom of the pocket flap (see fig 29–28). Females wear these badges with the upper portion of the badges 1/4 inch below the ribbon bar and spaced an equal distance apart (see fig 29–30).

Figure 29–27. Wear of one special skill and two marksmanship badges on pocket flap, male

Figure 29–28. Wear of one special skill and two marksmanship badges on pocket flap, male

Figure 29–29. Wear of two special skill and one marksmanship badge on pocket flap, male

Figure 29–30. Wear of two special skill and one marksmanship; or one special skill and two marksmanship badges, female

(d) Two special skill and one marksmanship badge, or one special skill and two marksmanship badges, or three marksmanship badges. Males wear these badges equally spaced on the pocket flap, approximately 1/8-inch below the top of the pocket (see fig 29–29). Females wear these badges with the upper portion of the badges 1/4 inch below the ribbon bar and spaced an equal distance apart (see fig 29–30).

c. President’s Hundred tab (rifle or pistol). The President’s Hundred tab is a full-color tab of yellow cloth, 4 ¼ inches long and 5/8 inch high, with the words “President’s Hundred” centered in 1/4-inch-high green letters (see fig 29–31). The President’s Hundred tab is worn 1/2 inch below the shoulder seam on the left sleeve of the male and female Army green uniform coats (see fig 29–32). The President’s Hundred tab is available in a subdued version for wear on the BDUs. The President’s Hundred bronze metallic brassard is not authorized for wear on the Army uniform.

Figure 29–31. President’s Hundred tab

Figure 29–32. Wear of President’s Hundred tab

29–17. Combat and special skill badges and tabs

a. Listed below in order of group precedence are combat and special skill badges authorized for wear on the Army uniform.

(1) Group 1. Combat Infantryman badges (three awards)(see fig 29–33); Expert Infantryman badge (see fig 29–34).

Figure 29–33. Combat Infantryman badges

Figure 29–34. Expert Infantryman badge

(2) Group 2. Combat Medical badges: (three awards) (see fig 29–35); Expert Field Medical badge (see fig 29–36).

Figure 29–35. Combat medical badges

Figure 29–36. Expert Field Medical badge

(3) Group 3. Army Astronaut device (worn attached to any aviation badge) (see fig 29–37); Army Aviator badges (three degrees) (see fig 29–38); Flight Surgeon badges (three degrees) (see fig 29–39); Aviation badges (three degrees) (see fig 29–40); Explosive Ordnance Disposal badges (three degrees) (see fig 29–41).

Figure 29–37. Army Astronaut device

Figure 29–38. Army Aviator badges

Figure 29–39. Flight Surgeon badges

Figure 29–40. Aviation badges

Figure 29–41. Explosive Ordnance Disposal badges

(4) Group 4. Glider badge (see fig 29–42); Parachutist badges (three degrees) (see fig 29–43); Parachutist badges with combat jump device (four degrees are shown at Figure 29–44); Pathfinder badge (see fig 29–45); Military Freefall Parachutist badges (two degrees) (see fig 29–46); Air Assault badge (see fig 29–47); Ranger and Special Forces tab metal replicas (see figs 29–59 and 29–63).

Figure 29–42. Glider badge

Figure 29–43. Parachutist badges

Figure 29–44. Parachutist badges with Combat Jump device

Figure 29–45. Pathfinder badge

Figure 29–46. Military Freefall Parachutist badge

Figure 29–47. Air Assault badge

Figure 29–59. Ranger tab

Figure 29–63. Special Forces tab

(5) Group 5. Diver badges (five badges) (see fig 29–48); Driver and Mechanic badge (see fig 29–49); Parachute Rigger badge (see fig 29–50).

Figure 29–48. Diver badges

Figure 29–49. Driver and Mechanic badges and clasps

Figure 29–50. Parachute Rigger badge

(6) Physical Fitness badge. The Physical Fitness badge is authorized for wear on the Physical fitness uniform and the improved physical fitness uniform, only (see fig 29–51).

Figure 29–51. Physical Fitness badge

b. Wear of combat and special skill badges.

(1) Wear of commercial, mirror-like finish combat and special skill badges is authorized. However, soldiers may not mix these badges with combat and special skill badges that do not have the mirror-like finish.

(2) A total of five combat and special skill badges are authorized for wear at one time; this total does not include special skill tabs (see figs 29–52 and 29–53). Personnel may wear only one badge each from groups 1, 2, and 3, as listed in paragraph *a*, above. Personnel also may wear three badges from group 4, and two badges from group 5, but the total number of badges cannot exceed five. Combat badges have precedence over special skill badges within the same group. For example, if an individual is authorized to wear the Combat Infantry badge and the Expert Infantry badge, the Combat Infantry badge is worn. There is no precedence for special skill badges within the same group. For example, personnel who are authorized to wear the Parachutist and Air Assault badges may determine the order of wear. The above policies apply to the wear of both non-subdued and subdued badges.

Figure 29–52. Wear of five badges, male

Figure 29–53. Wear of five badges, female

(3) Only three badges, to include marksmanship badges, can be worn on the pocket flap at one time. Personnel will wear the Driver and Mechanic badges only on the left pocket flap of service and dress uniforms, or in a similar location on uniforms without pockets. Personnel may attach no more than three clasps to the Driver and Mechanic badges. The Driver and Mechanic badges are not authorized for wear on utility uniforms.

(4) The Physical Fitness badge is authorized only as a cloth badge and is worn on the physical fitness uniform and on the improved physical fitness uniform, only. The badge is worn centered on the left front side above the breast on the PFU or IPFU T-shirt, and on the PFU sweatshirt. On the IPFU running jacket, the insignia is sewn centered 1/2 inch above the word "Army."

d. Wear of non-subdued full-size and miniature combat and special skill badges, with or without ribbons, on male and female service and dress uniforms.

(1) On the service and dress uniforms, personnel may wear up to three combat and special skill badges from groups 1 through 3, above the ribbons or pocket flap, or in a similar location for uniforms without pockets. When no badges from groups 1 through 3 are worn, personnel may wear a total of three combat and special skill badges from groups 4 and 5 above the ribbons or pocket flap, or in a similar location on uniforms without pockets. When three badges are worn above the ribbons or pocket flap, three badges, to include marksmanship badges, can be worn side-by-side on the pocket flap, or below the ribbons on uniforms without pockets, in order of group precedence from the wearer's right to left. (Para 29-8*b* describes wear of combat and special skill badges with full-size medals; para 29-16*b* describes wear of badges on the pocket flap, or below the ribbons.)

(3) How worn. Combat and special skill badges are worn on the coats of the Army green, blue, and white uniforms; the AG shade 415 shirt, and on the Army maternity tunic (females only). Personnel wear the badges 1/4 inch above the ribbons or the top of the pocket, one above the other, with 1/2 inch between badges, or they are worn on the pocket flap, as described in paragraph 29-16*b*, or in a similar location for uniforms without pockets. In those instances where the coat lapel obscures the ribbons or medals, personnel may wear the badges (or airborne background trimming, if worn beneath the badge) aligned with the left edge of the ribbons or medals (see figs 29-54 through 29-57).

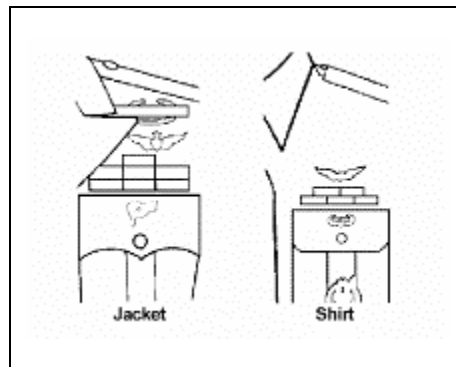


Figure 29-54. Wear of combat and special skill badges above and below ribbons, Army green, white, or blue coats and AG 415 shirt, male

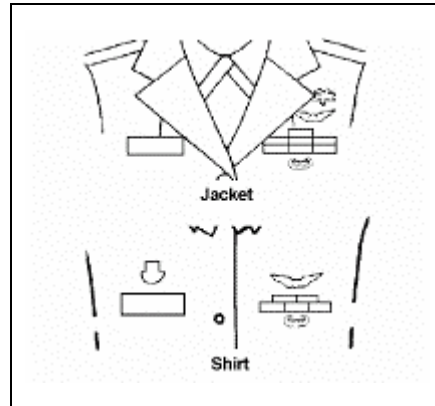


Figure 29–55. Wear of combat and special skill badges above and below ribbons, Army green, white, or blue coats and AG 415 shirt, female (new version coats)

Figure 29–56. Wear of special skill badges above ribbons, male

Figure 29–57. Wear of special skill badges above ribbons, female

(3) Dress miniature badges.

(a) The dress miniature combat and special skill badges are worn on the blue and white dress uniforms only when miniature medals are worn. (Dress miniature badges and miniature medals are worn on the Army blue and white dress uniforms only when these uniforms are worn as formal dress uniforms (with bow tie).) When miniature medals are worn on these uniforms, personnel may wear up to three dress miniature combat and special skill badges from groups 1 through 5 (see para 29–17a, above), one above the other, above the miniature medals in order of group precedence. When miniature medals are worn, personnel will not wear dress miniature combat and special skill and marksmanship badges on the pocket flap, or below the medals on uniforms without pockets.

(b) Dress miniature combat and special skill badges are worn on all mess and evening mess uniforms. Personnel may wear up to five combat and special skill badges from groups 1 through 5. If no badge from groups 1 through 3 is worn, personnel may wear five badges from groups 4 and 5. When two badges are worn, they are placed side-by-side immediately above the miniature medals. When three badges are worn, two are placed side-by-side immediately above the medals, and the third is centered 1/4 inch above the other two badges. When four badges are worn, the third and fourth badges are centered side-by-side 1/4 inch above the other two badges. When five badges are worn, the fifth will be worn centered 1/4 inch above the third and fourth badges. Badges are worn in order of group precedence; on the male mess uniform, badges will not extend beyond the lapel. (Para 29–9 describes wear of miniature medals on the mess uniforms (see figs 29–7 and 29–8).)

(c) Personnel may wear dress miniature combat and special skill badges on the AG shade 415 shirt. However, they may not mix dress miniature combat and special skill badges with full-size and miniature combat and special skill badges on the shirt.

d. Subdued pin-on and embroidered sew-on combat and special skill badges. Personnel may wear no more than five subdued combat and special skill badges on the temperate, hot weather, enhanced hot weather, maternity, aviation, and desert BDU shirts. Badges are worn one above the other, centered above the U.S. Army tape, in order of group precedence. When five badges are worn, three are centered 1/4 inch above the U.S. Army tape in a vertical line with 1/2 inch between badges, and two are worn on the pocket flap, 1/8 inch below the top of the pocket, with at least 1 inch between badges. When four badges are worn, three are centered 1/4 inch above the U.S. Army tape in a vertical line with 1/2 inch between badges, and one is worn on the pocket flap, 1/8 inch below the top of the pocket, with at least 1 inch between badges. When three badges are worn, two badges are centered 1/4 inch above the U.S.

Army tape in a vertical line with 1/2 inch between badges, and one is worn centered on the pocket flap, 1/8 inch below the top of the pocket. When two badges are worn, both are centered 1/4 inch above the U.S. Army tape in a vertical line with 1/2 inch between badges. If only one badge is worn, it is centered 1/4 inch above the U.S. Army tape (see fig 29–58).

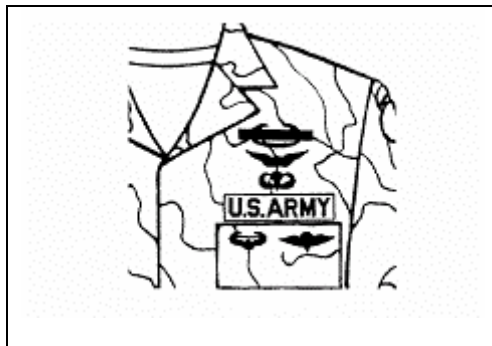


Figure 29–58. Wear of subdued combat and special skill badges

e. Wear of special skill tabs.

(1) Ranger tab.

(a) The full-color tab is 2 3/8 inches long, 1 1/16 inch wide, with a 1/8-inch yellow border and the word “RANGER” inscribed in yellow letters 5/16 inch high. The subdued tab is identical, except the background is olive-drab and the word “RANGER” is in black letters (see fig 29–59).

(b) How worn. The full-color tab is worn 1/2 inch below the shoulder seam on the left sleeve of the Army green coat. The subdued tab is worn 1/2 inch below the shoulder seam on the left sleeve of utility uniforms, field jackets, and the desert BDU.

(c) By whom worn. All personnel who are authorized, in accordance with the criteria provided in AR 600–8–22.

(d) Ranger tab metal replica. The Ranger tab metal replica is available in two sizes, full and dress miniature. Soldiers authorized to wear the Ranger tab may wear the Ranger tab metal replica as prescribed below. The full-size version is approximately 1–5/32 inches wide and is worn only on the blue and white dress uniforms, and the AG shade 415 shirt. The dress miniature version is 1 3/16 inch wide and is worn on the blue and white mess and evening mess uniforms. When miniature medals are worn on the blue and white dress uniforms, personnel may wear the dress miniature Ranger tab metal replica (see figs 29–60 and 29–61).

Figure 29–60. Wear of multiple special skill tabs

Figure 29–61. Wear of metal tab replicas on Army blue or white uniforms, male

(2) Special Forces tab.

(a) Description. The Special Forces tab is a teal blue arc, 3 1/4 inches wide and 11/16 inch high, with the designation “SPECIAL FORCES” in yellow letters, 5/16 inch high. The subdued tab is identical in shape to the full-color tab, but the background color is olive-drab and the words “SPECIAL FORCES” are in black letters (see fig 29–63).

(b) How worn. The Special Forces tab is worn the same as the Ranger tab (see para (1)(b) above).

(c) By whom worn. All personnel who are authorized, in accordance with the criteria provided in AR 600–8–22.

(d) Special Forces tab metal replica. The Special Forces tab metal replica is available in two sizes. Soldiers authorized to wear the Special Forces tab may wear the Special Forces tab metal replica, as prescribed below. The fullsize version is approximately 1–9/16 inches wide and is worn on the blue and white dress uniforms (see figs 29–61 and 29–62). The dress miniature version is 1 inch wide and is worn on the blue and white mess and evening mess uniforms (see fig 29–62). When miniature medals are worn on the blue and white dress uniforms, personnel may wear the dress miniature Special Forces tab metal replica.

(3) For purposes of classification and wear policy, the Ranger and Special Forces tab metal replicas are classified as group 4 special skill badges.

(4) As an option, soldiers may wear the full-size and dress miniature Ranger and Special Forces tab metal replicas on the AG shade 415 shirt. If soldiers wear the dress miniature versions of the tabs, they cannot mix them with other sizes of combat and special skill badges on the shirts. When personnel wear metal tab replicas on the pocket flap of the blue or white dress uniforms, or the AG shade 415 shirt, the tab is placed approximately 1/8 inch below the top of the pocket. If no badges are worn from groups 1 to 3, personnel may wear the metal tab replica above the ribbons.

f. Wear of two special skill tabs. Soldiers may wear the full-color Special Forces and Ranger tabs together on Army uniforms.

(1) On the Army green service uniform, the Special Forces tab is centered on the left shoulder sleeve, 1/2 inch from the shoulder seam, and the Ranger tab is centered 1/8 inch below the Special Forces tab. The current unit shoulder sleeve insignia is centered 1/4 inch below the Ranger tab. On the utility uniforms and the cold weather jackets, personnel wear the subdued tabs in the same positions as on the Army green service uniform (see fig 29–60).

(2) On the Army blue and white uniforms, and on the AG shade 415 shirt, personnel wear the full-size metal tab replicas on the pocket flap, 1/8 inch from the top of the pocket, with approximately 1 inch between the tabs. If no badges are worn from groups 1 to 3, personnel may wear the metal tab replicas above the ribbons (see fig 29–61).

(3) See paragraph 29–17*b*(3)(*b*) for a description of how to wear the dress miniature metal Special Forces and Ranger tab replicas together on the Army blue and white mess and evening mess uniforms (see fig 29–62).

Figure 29–62. Wear of metal tab replicas on Army mess uniforms, male

29–18. Identification badges

a. The following is the order of precedence of U.S. military identification (ID) badges authorized for wear on the Army uniform:

(1) Presidential Service identification badge (see fig 29–64).

Figure 29–64. Presidential Service identification badge

(2) Vice-Presidential Service identification badge (see fig 29–65).

Figure 29–65. Vice-presidential Service identification badge

(3) Secretary of Defense identification badge (see fig 29–66).

Figure 29–66. Secretary of Defense identification badge

(4) Joint Chiefs of Staff identification badge (see fig 29–67).

Figure 29–67. Joint Chiefs of Staff identification badge

(5) Army Staff identification badge (see fig 29–68).

Figure 29–68. Army Staff identification badge

(6) Guard, Tomb of the Unknown Soldier identification badge (see fig 29–69).

Figure 29–69. Guard, Tomb of the Unknown Soldier identification badge

(7) Drill Sergeant identification badge (see fig 29–70).

Figure 29–70. Drill Sergeant identification badge

(8) U.S. Army Recruiter identification badge (Active Army/Army Reserve) (see fig 29–71).

Figure 29–71. U.S. Army Recruiter identification badge, Active Army and Army Reserve

(9) Army Career Counselor identification badge (see fig 29–72).

Figure 29–72. Army Career Counselor identification badge

(10) Recruiting and Retention identification badge, Master (ARNG) (see fig 29–73).

Figure 29–73. Army National Guard Recruiting and Retention identification badge, Master

b. Temporary badges. The following badges are authorized for temporary wear. Personnel will not wear these badges for official photographs or for promotion/selection boards. Upon termination of assignment to the command that directs the wear of these badges, soldiers will discontinue wearing these badges on the uniform.

(1) Unified Commander in Chief (CINC) Command identification badge. The order of precedence for this badge is after the Joint Chiefs of Staff identification badge.

(2) National Defense University identification badge. The order of precedence for this badge is after the CINC Command identification badge.

(3) The following badges do not have an order of precedence in relation to other identification badges in this chapter.

(a) Recruiting and Retention identification badge, Basic and Senior (ARNG) (see fig 29-74).

Figure 29-74. Army National Guard Recruiting and Retention identification badge, Basic and Senior

(b) Military Police identification badge (see fig 29-75).

Figure 29-75. Military Police identification badge

(c) U.S. non-military identification badges. The Secretary of Health and Human Services identification badge is authorized for wear on the uniform (see fig 29-76).

Figure 29-76. Secretary of Health and Human Services identification badge

(d) Wear of identification badges. Personnel may wear no more than two identification badges on one pocket or side of the coat of the uniforms prescribed below. When two identification badges are worn on the same side or pocket, the precedence of the badges is from the wearer's right to left, as listed in a. above. When more than two badges are awarded that are worn on the same side, the individual may determine which two badges are worn on the uniform (see fig 29-77). Identification badges are worn as follows.

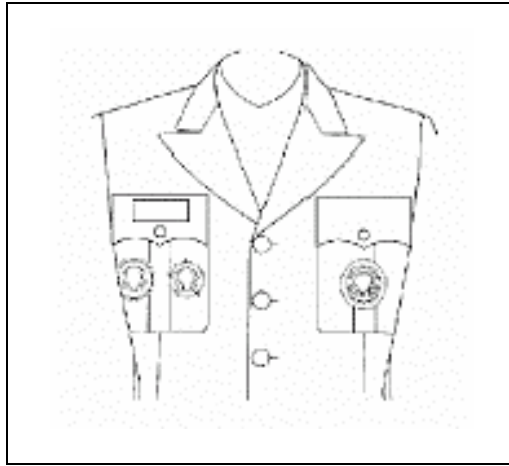


Figure 29-77. Wear of identification badges on Army green, blue, and white uniforms, male

(1) Male personnel.

(a) On service and dress uniforms, and the AG 415 shirt, ID badges are worn centered on the pocket of the coat or shirt. The badge is centered between the bottom of the pocket flap and the bottom of the pocket, and centered from left to right. When two badges are worn on the same side, they are spaced equally from left to right on the pocket. Personnel may wear miniature badges on the AG 415 shirt.

(b) Subdued badges are worn on the temperate, hot weather, enhanced hot weather, maternity, aviation, and desert BDU shirts, and on the field jacket, with the badge centered on the appropriate breast pocket between the bottom of the pocket flap and the bottom of the pocket, or in a similar location on uniforms without pockets. When two badges are worn on the same side, they are spaced equally from left to right on the pocket.

(c) On the mess and evening mess uniforms, ID badges are worn centered between the upper two buttons of the jacket, with one inch between badges when two are worn on the same side (see fig 29-78). Personnel are authorized to wear full-size identification badges on the mess and evening mess uniforms when the badges are not available in miniature size.

Figure 29-78. Wear of identification badges on white and blue mess uniforms, male

(2) Female personnel.

(a) On service and dress uniforms, the identification badge is worn parallel to the waistline on the coat of the Army green uniform, with one inch between badges when two are worn on the same side. Badges are worn in a comparable position on the Army blue and white uniform coats, the maternity tunic, and the AG shade 415 shirt (see fig 29-79). If no other awards, decorations, or insignia (other than the nameplate and rank) are worn on the

AG shade 415 shirt, females may place the ID badge parallel to the nameplate, or approximately 1 inch above the nameplate, depending upon which side the badge is worn (see fig 29–80). Females may adjust placement of badges to conform to individual body-shape differences. Personnel may wear miniature badges on the AG 415 shirt.



Figure 29–79. Wear of identification badges on Army green, blue, and white uniforms, female

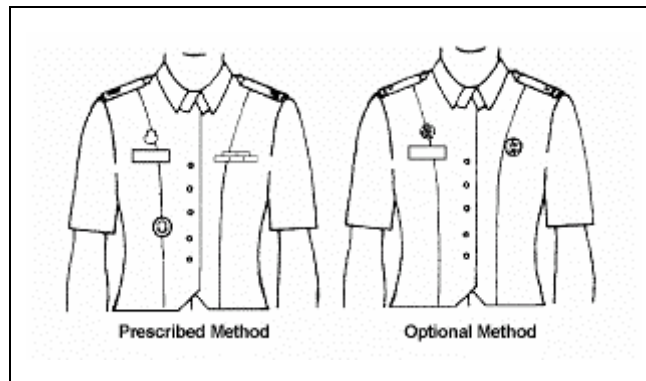


Figure 29–80. Wear of identification badges on AG 415 shirt, female

(b) Subdued badges are worn on the utility uniforms, the field jacket, and the desert BDU with the badge centered on the appropriate breast pocket between the bottom of the pocket flap and the bottom of the pocket, or in a similar location on uniforms without pockets. When two badges are worn on the same side, they are spaced equally from left to right on the pocket.

(c) On the mess and evening mess uniforms, ID badges are worn centered between the lower two buttons of the jacket, with one inch between badges when two are worn on the same side (see fig 29–81). Personnel are authorized to wear full-size identification badges on the mess and evening mess uniforms when the badges are not available in miniature size.

Figure 29–81. Wear of identification badges on white and blue mess uniforms, female

e. Position of wear of identification badges. Badges are worn as prescribed in paragraph c, above.

- (1) The Presidential Service identification badge is worn on the right side.
- (2) Vice-Presidential Service identification badge is worn on the right side.
- (3) The Secretary of Defense identification badge is worn on the left side.
- (4) The Joint Chiefs of Staff identification badge is worn on the left side.
- (5) The Army Staff identification badge is worn on the right side.
- (6) The Guard, Tomb of the Unknown Soldier identification badge is worn on the right side. This badge is authorized as a non-subdued metal badge, and as a subdued embroidered cloth badge.

(7) The Drill Sergeant identification badge is worn on the right side.

(a) This badge is authorized as a non-subdued metal badge, and as a subdued embroidered cloth badge. The subdued badge has black details and letters embroidered on olive green cloth. The subdued badge is worn on utility uniforms and field jackets, with the badge centered on the right breast pocket between the bottom of the pocket flap and the bottom of the pocket, as measured from the insignia, not the cloth backing. Personnel will wear the subdued badge with the background material intact.

(b) When personnel wear both the subdued Drill Sergeant and Career Counselor badges on utility uniforms, the Drill Sergeant badge is worn to the right of the Career Counselor badge. Officers who were awarded the Drill Sergeant badge as a permanent award while in an enlisted status are authorized to wear the badge.

(8) The U.S. Army Recruiter identification badge, Active Army/Army Reserve, is worn on the left side.

(a) This badge is authorized for wear by military personnel assigned or attached to the U.S. Army Recruiting Command (USAREC) as designated by the CG, USAREC. (See AR 600–8–22 for eligibility criteria.) Personnel may wear only one recruiter badge at a time.

(b) This badge is authorized as a non-subdued metal badge and as a subdued embroidered cloth badge. The subdued badge is embroidered on olive-green cloth (silver badge) or black cloth (gold badge). The subdued badge is worn on utility uniforms and field jackets, with the badge centered on the left breast pocket between the bottom of the pocket flap and the bottom of the pocket, as measured from the insignia, not the cloth backing. Personnel will wear the subdued badge with the background material intact.

(c) Officers who were awarded the U.S. Army Recruiter badge as a permanent award while in an enlisted status are authorized to wear the badge.

(9) The Career Counselor identification badge is worn on the right side. Only enlisted personnel in CMF 79 are authorized wear of this badge. (See AR 600–8–22 for eligibility criteria.)

(a) The badge is authorized as a non-subdued metal badge in a small and large version, and as a subdued embroidered cloth badge. The subdued badge is embroidered on green cloth and is worn on the utility uniforms and field jackets with the badge centered on the right breast pocket, between the bottom of the pocket flap and the bottom of the pocket, as measured from the insignia, not the cloth backing. Personnel will wear the subdued badge with the background material intact.

(b) When both the Career Counselor identification and Drill Sergeant badges are worn, the Drill Sergeant badge is worn to the right of the Career Counselor badge. Personnel wear the non-subdued Career Counselor badge on the black pullover sweater instead of the DUI or RDI.

(10) The Recruiting and Retention identification badges, ARNG, are worn on the left side.

(a) Basic and Senior badges. (See NGR 601–1 for eligibility criteria.) These badges are authorized as non-subdued metal badges and as subdued embroidered cloth badges. The non-subdued basic badge is silver and the senior badge is gold. The subdued basic badge is a black minuteman on green cloth, and the subdued senior badge is a green minuteman on black cloth. The basic and senior badges are authorized for temporary wear only while assigned to a recruiting position, or to occasional recruiting duties. Officers may wear this as a temporary badge if assigned to recruiting duties.

(b) Master badge. The non-subdued master badge is a gold badge surrounded by a wreath. The subdued badge is a black minuteman on green cloth, surrounded by a black wreath. This badge is authorized for permanent wear. After ARNG master-level recruiters leave recruiting duty, they may wear the master badge on the class A uniform; they may wear the badge on the AG shade 415 shirt only when all other awards and decorations are worn. Officers who were awarded the Recruiting and Retention badge, Master, as a permanent award while in an enlisted recruiter status, or as an AMEDD recruiter, are authorized to wear the badge.

(c) Personnel wear the subdued badges on utility uniforms and field jackets, with the badge centered on the left breast pocket between the bottom of the pocket flap and the bottom of the pocket, as measured from the insignia, not the cloth backing. Personnel will wear the subdued badge with the background material intact. Only one recruiter badge is authorized for wear at a time. Soldiers currently on recruiting duty will wear the recruiter badge of their component.

(11) The Unified Commander in Chief (CINC) Command identification badge is worn on the left side. The design of the badge is unique to the respective command. The badge is authorized for wear by personnel assigned to the CINC's staff, and by personnel assigned to subordinate unified commands and direct reporting units to the unified command, at the direction of the Unified CINC. The badge is worn on the class A and B uniforms, and on the Army dress, mess, and evening mess uniforms.

(12) The National Defense University (NDU) identification badge is worn on the right side. Personnel assigned to the faculty or staff of NDU; the National War College, Industrial College of the Armed Forces; or the Armed Forces Staff College are authorized to wear the badge during their assignment.

(13) The Military Police badge is worn on the left side. The Military Police badge is the symbol of law enforcement authority vested in Military Police and is worn only in the performance of law enforcement duties.

(a) The Military Police badge is worn on the Army green uniform coat when MPs wear the coat as an outer garment. Males wear the badge centered below the pocket flap on the left breast pocket (see fig 29–82). Females wear the badge centered or aligned to the left above the service ribbons (see fig 29–83). The badge is attached to the outer garment by using a pin clasp or a leather fob.

Figure 29–82. Wear of Military Police identification badge, male

Figure 29–83. Wear of Military Police identification badge, female

(b) Brassards are worn when MPs wear utility uniforms, the AG shade 415 shirt, the black pullover sweater, black windbreaker, or black overcoat as outer garments. (See paragraph 28–29b(9) for brassard wear policy.)

(14) DOD/Joint Agency identification badges. DOD/Joint Agency badges are worn by personnel during their assignment to specific DOD and Joint Agencies. Badges may be worn on either pocket/side of the uniform, as long as they do not interfere with the positioning of other badges listed in this chapter. Manner of wear is determined by the agency.

(15) The Secretary of Health and Human Services badge is worn on the right side. Officers wear this badge temporarily upon initial assignment within the Office of the Secretary of Health and Human Services (OSHHS). After one year of duty in OSHHS, officers may wear the badge permanently.

Note. Subdued badges, worn on desert BDUs, are available in spicebrown/brown/khaki.

29–19. Wear of foreign badges

a. Personnel may not wear more than one foreign badge at a time. Only those badges awarded in recognition of military activities by the military department of the host country are authorized for acceptance and permanent wear on the Army uniform. The only Vietnamese badges authorized for wear are the parachute, ranger, and explosive ordnance disposal badges. Soldiers must obtain approval from HQDA, in accordance with the procedures provided in AR 600–8–22, to accept, retain, and wear a foreign badge.

b. Males wear a foreign badge 1/8–inch above the right pocket flap, or 1/2–inch above any unit awards that are worn (see fig 29–84). Females wear the badge 1/2–inch above the nameplate, or 1/2–inch above any unit awards that are worn (see fig 29–85). Personnel may not wear a foreign badge unless at least one U.S. medal or service ribbon is worn at the same time. Foreign badges are not authorized for wear on mess or utility uniforms. Personnel may not wear foreign badges that are awarded only as cloth badges. Personnel may not wear foreign badges that cannot be worn properly because of size or configuration.

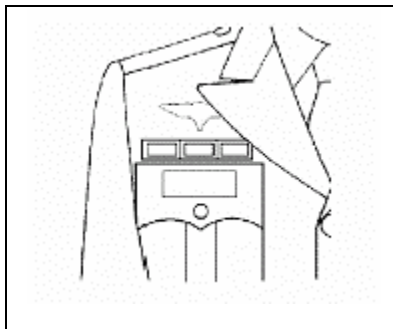


Figure 29–84. Wear of foreign award, male

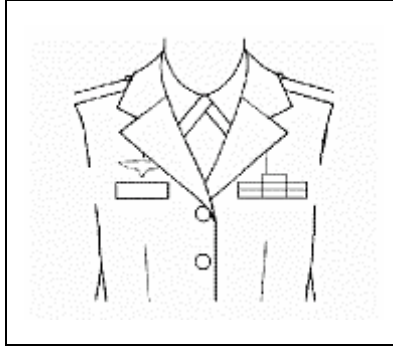


Figure 29–85. Wear of foreign award, female

c. The German Marksmanship Award (Schuetzenschnur) is authorized for wear only by enlisted personnel. Officers may accept, but may not wear the Schuetzenschnur. If authorized, personnel wear the award on the right side of the uniform coat, with the upper portion attached under the center of the shoulder loop, and the bottom portion attached under the lapel to a button mounted specifically for wear of this award.

Appendix D, Student Handouts

TSP: L228

TITLE: Conduct Developmental Counseling

This page intentionally left blank

Appendix D, **HANDOUTS FOR LESSON 1: L228 version 1**

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1
SH-2, Developmental Counseling Situation	SH-2-1 and SH-2-2
SH-3, Developmental Counseling Form	SH-3-1 thru SH-3-3
SH-4, Extracted Material from FM 7-22.7	SH-4-1

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of two hours and five minutes of small group instruction and two hours and forty-five minutes of practical exercise.

Overview

In the military, all soldiers must have some form of counseling to gain enough experience to assist them in using basic counseling techniques. During this class, we will introduce you to the Developmental Counseling Form and the fundamentals and techniques of developmental counseling. We will provide you the opportunity to apply these fundamentals and techniques in some realistic counseling situations.

Learning Objective

The Terminal Learning Objective (TLO)

Action	Conduct developmental counseling,
Condition	As a squad leader, in a classroom environment given FM 22-100 and an extract from FM7-22.7, as well as role-play exercises that require developmental counseling,
Standards	Prepared for counseling and conducted a subordinate-centered counseling session that produced a plan of action focusing the subordinates on individual and unit goal accomplishment IAW FM 22-100 and FM 7-22.7, (SH-4).

ELO A Identify the developmental counseling process.

ELO B Identify the types of developmental counseling.

ELO C Identify correct and incorrect counseling procedures.

Assignments

The student assignments for this lesson are:

- Read SH-1, Advance Sheet
- Read FM 22-100, Chap 1, 2, 5, and App C.
- Read SH-4, Extracted Material from FM 7-22.7.
- Complete PE-4, Conduct Developmental Counseling Student Homework Assignment.

Additional Subject Area Resources

None

Bring to Class

- Pen or pencil.
- All reference material received for this lesson.

This page intentionally left blank

Student Handout 2

This student handout contains a developmental counseling situation.

This page intentionally left blank

Student Handout 2

Developmental Counseling Situation

Counseling Situation

Counselor: In this situation, SGT Mitchell, a squad leader, must counsel one of his subordinates. Yesterday his platoon sergeant gave him a letter from the Post Exchange stating that PVT Donaldson, one of his soldiers, had written a bad check. The platoon sergeant told SGT Mitchell to counsel PVT Donaldson to prevent any future occurrences. SGT Mitchell has scheduled a 15-minute session with PVT Donaldson this afternoon. He has been a good soldier up to this point, and SGT Mitchell wants to find out what caused him to write a bad check.

Counselee: In this situation PVT Donaldson is a soldier working for SGT Mitchell. He is 19 years old and has been in the unit for six months. He likes the Army and has had no problems since coming to the unit. SGT Mitchell informed him that he wanted to talk to him this afternoon in his office. PVT Donaldson has no idea what he wants.

Requirements

During the counseling session, PVT Donaldson will relate the following facts to SGT Mitchell::

- (a) He was not aware that he wrote a bad check.
 - (b) No one taught him how to balance a checkbook.
 - (c) He wrote the check to the PX two days prior to payday thinking that the bank would get his paycheck before that personal check.
 - (d) PVT Donaldson has a good attitude and did not mean to write a bad check. He has no idea what to do to remedy the situation.
-

This page intentionally left blank

Student Handout 3

This student handout contains a developmental counseling form.

This page intentionally left blank

Developmental Counseling Form

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
 PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
 ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
 DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Donaldson, Joseph	PVT/E-1	123-45-6789	2 Aug 02
Organization		Name and Title of Counselor	
HHC, Your Unit, APO AE 09123		SGT Mitchell, David / Squad Leader	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):
 Event-Oriented: I am counseling PVT Donaldson for writing a worthless check at the Post Exchange.
 Facts: The chain of command received a letter from the Post Exchange stating that PVT Donaldson had written a bad check.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

o Root cause for the worthless check

- *PVT Donaldson stated he didn't realize that he'd written a bad check because he thought that writing a check 2 days before payday would allow time for his paycheck to reach the bank before the personal check*
- *No one had every taught PVT Donaldson how to balance a checkbook*
- *PVT Donaldson requested help in remedying the situation*

o Uttering checks without sufficient funds is punishable under UCMJ Article 123A

In addition to being counseled on the points above, he/she received counseling on the following: (1) That continued behavior similar to that for which he/she has been counseled may result in punishment under Article 15, UCMJ, court-martial, or adverse action such as a bar to reenlistment, suspension of favorable personnel actions (promotion, retention, school), or other appropriate administrative sanctions; (2) That if this behavior continues that separation under the provisions of AR 635-200 may be initiated; (3) That if separated prior to ETS, that he/she could receive either an honorable, general, or other than honorable discharge for their current term of service, or their term of service would be uncharacterized if they have served less than 180 days on active duty; (4) The basis for each characterization of service and the discharge certificates received for each and that his/her character of service would become part of a permanent record and may be provided to any Federal agency if they were to apply for either federal employment or security clearance; (5) The possible effects that each type of discharge would have on reenlistment, civilian employment, veterans benefits, and related matters; (6) That a general discharge would cause loss of civil service retirement credit; (7) That an other than honorable discharge would result in him/her being reduced to the lowest enlisted rank, loss of payment of accrued leave, and loss of all benefits administered by the Veterans Administration and other federal and state agencies; (8) That separation prior to ETS may preclude him/her from enlisting in any component of the Armed Forces; (9) That separation prior to ETS may cause him/her to lose their entitlement to education benefits and money paid into the Army College Fund; (10) That separation prior to ETS may cause him/her to repay any unearned bonus received for enlistment or reenlistment; (11) That it would be unlikely that any attempt to have his/her characterization of service upgraded would be successful; (12) That he/she is encouraged to make every reasonable effort to ensure his/her performance and conduct meet military standards; (13) That he/she would be given a reasonable effort to bring their substandard performance and conduct to acceptable military standards.

o Goals to correct problem

- *Pay off the bad check written at the PX*
- *Learn how to balance checkbook and manage budget properly*

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

o Go to Post Exchange, make arrangements to settle the worthless check and surcharges today and provide SGT Mitchell a copy of receipt

o Attend the post budget counseling class 10 Aug 02

o Make an appointment with the Unit Financial Advisor to get a budget drawn up within two weeks

o Based on the budget, draft a plan to ensure finances extend throughout the month; Stick with the budget

o If over budgeted, consider consolidating some of the bills

o Attend AER checkbook management class, 12 Aug 02 and keep checkbook balanced

o Follow-up with the chain-of-command monthly until you have taken care of the financial problem.

o Assessment date: On or about 1 Oct 02

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: Joseph Donaldson Date: 2 Aug 02

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

Enroll soldier in the post budget counseling and AER checkbook management classes. Schedule an appointment for the soldier with the Unit Financial Advisor. Review the budget plan. Follow-up monthly to ensure the soldier is staying within budget.

Signature of Counselor: David Mitchell Date: 2 Aug 02

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

PVT Donaldson cleared up worthless check on 2 Aug 02 and provided receipt

Attended budget counseling class on 10 Aug; stated he now understands the need

Developed a budget with the assistance of the Unit Financial Advisor 11 Aug 02

Attended the checkbook management class on 12 Aug and stated he realizes where he made his mistakes.

PVT Donaldson's budget enabled him to have a surplus in his checking account; he has committed to sticking with it.

Counselor: David Mitchell Individual Counseled: Joseph Donaldson Date of Assessment: 2 Oct 02

Note: Both the counselor and the individual counseled should retain a record of the counseling.

DA FORM 4856 (Reverse)

Student Handout 4

Extracted Material from FM 7-22.7

This student handout contains 20 pages of extracted material from the following publication:

FM 7-22.7, The Army Noncommissioned Officer Guide, 23 Dec 02

Chapter 5

pages 5-1 thru 5-20

Disclaimer: The training developer downloaded this extract from the General Dennis J. Reimer Training and Doctrine Digital Library. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

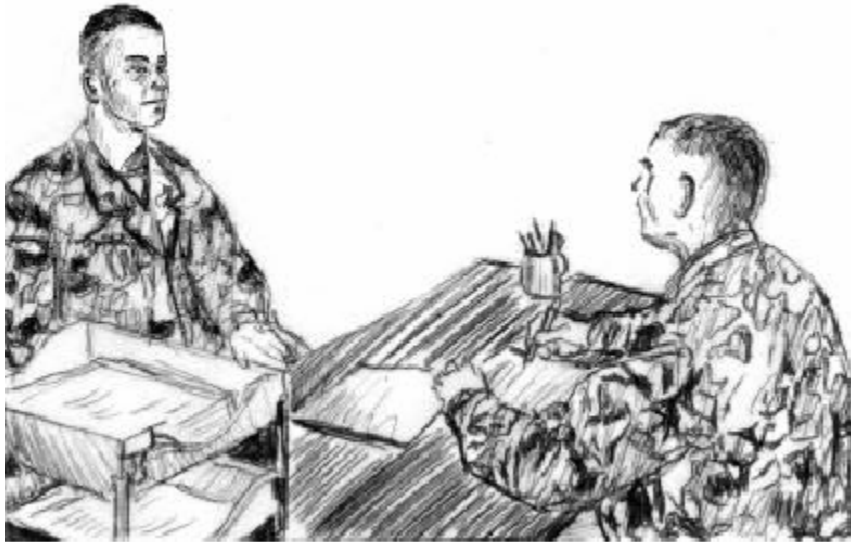
RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE, IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

Chapter 5

Counseling and Mentorship



We have the best doctrine, the best training and the best equipment in the world – but our people are the Army’s greatest resource

	Page
Leader’s Responsibility.....	5-3
Effective Army Counseling Program.....	5-5
The Counseling Process.....	5-6
Assess the Plan of Action.....	5-7
Types of Developmental Counseling	5-7
Event-Oriented Counseling.....	5-7
Counseling for Specific Instances.....	5-7
Performance and Professional Growth Counseling.....	5-10
The Counseling Session	5-13
Mentorship	5-16
Developmental Relationship	5-16
Sustain Mentorship.....	5-17
NCO Mentorship of Officers.....	5-18
Mentorship Builds the Future	5-19

FM 7-22.7

For more information on Counseling and Mentorship see FM 6-22 (22-100) *Army Leadership*, Appendix C, Counseling; The Army Leadership Homepage, www.leadership.army.mil; and the Army Counseling Homepage, www.counseling.army.mil.

For more information on the NCO Evaluation System, see AR 623-205, "Noncommissioned Officer Evaluation Reporting System," 15 May 2002.

For more information on mentorship, see DA PAM 600-XX, "Army Mentorship," TBP.

Counseling and Mentorship

5-1. At the time of the American Revolution, European armies were held together by the most severe discipline. Enlistments in Europe and England were often as long as twenty-five years, pay was very low and punishments were cruel by today's standards. To reduce desertion and motivate troops for battle, the threat of flogging, even death, was held over soldier's heads. Frederick the Great of Prussia set the tone of the period with his view that soldiers should be more afraid of their NCOs than the enemy. From the founding of the Continental Army, the European tradition of harsh discipline was rejected. Friedrich von Steuben, the Army's first trainer and himself a product of the old Prussian tradition, quickly came to understand that it would take more than threats to get American recruits to perform well on the battlefield. General George Washington agreed and together, both leaders recognized that the American soldier was an individual citizen, not an interchangeable commodity. Citizen-soldiers would have to be led, inspired and disciplined by reason, creating the need to counsel.

5-2. To best understand the value of counseling it is best to first understand its definition. Counseling is a type of communication that leaders use to empower soldiers to achieve goals. It is much more than providing feedback or direction. It is communication aimed at developing a soldier's ability to achieve individual and unit goals. Soldiers want to be counseled and will respond to counseling because they want to know what it takes to be successful in today's Army. Regardless of your leadership position, your soldiers see you as successful simply because you have achieved the level they are striving to accomplish. Leaders must provide each of their soldiers with the best possible road map to success. Today's leadership doctrine incorporates this definition in subordinate-centered communication, which leads to the achievement of individual and unit goals.

LEADER'S RESPONSIBILITY

5-3. Today's Army demands effective counseling. Due to the complexity of equipment, diversity of personnel and organizational structure, we have unique challenges. To overcome these problems, a leader has talent, experience and the desire to succeed. Leaders help soldiers solve their problems by guiding them to a workable solution through effective counseling. Counseling is so important it should be on the training schedule to ensure sufficient time is available to do it.

5-4. The Army's values of Loyalty, Duty and Selfless Service require us to counsel. The Army's values of Honor, Integrity and Personal Courage also require us to give straightforward feedback and the Army's value of Respect requires us to find the best way to communicate that feedback.

FM 7-22.7

5-5. Leaders conduct counseling to develop soldiers to achieve personal, professional development and organizational goals, and to prepare them for increased responsibilities. Leaders are responsible for developing their soldiers. Unit readiness and mission accomplishment depend on every member's ability to perform to established standards. Supervisors must develop their subordinates through teaching, coaching and counseling. Leaders coach soldiers the same way any sports coach improves their team: by identifying weaknesses, setting goals, developing and implementing a plan of action and providing oversight and motivation throughout the process. To be effective coaches, leaders must thoroughly understand the strengths, weaknesses and professional goals of their soldiers.

"In developmental counseling, it's a matter of sitting the soldier down and telling him not only how well he did over the last thirty days, but also of telling the soldier how he or she can improve their performance and then looking deeper down the road."

CSM Anthony Williams

5-6. Leaders counsel because it is their duty and the primary tool in developing future leaders. For their counseling to be effective they must be honest and have the personal courage to give straightforward feedback. Through respect for the individual, leaders find the best way to communicate that guidance. Senior NCOs should develop the counseling skills of their subordinate leaders. One way to do this is for the senior NCO to sit in on a counseling session, perhaps a reception and integration counseling, and then do an AAR with the junior NCO.

- Purpose: Clearly define the purpose of the counseling.
- Flexibility: Fit the counseling style to the character of each soldier and to the relationship desired.
- Respect: View soldiers as unique, complex individuals, each with their own sets of values, beliefs and attitudes.
- Communication: Establish open, two-way communication with soldiers using spoken language, nonverbal actions, gestures and body language. Effective counselors listen more than they speak.
- Support: Encourage soldiers through actions while guiding them through their problems.
- Motivation: Get every soldier to actively participate in counseling and understand its value.

Figure 5-1. Characteristics of Effective Counseling

5-7. Some soldiers may perceive counseling as an adverse action. Effective leaders who counsel properly and regularly can change that perception.

Counseling and Mentorship

Leaders conduct counseling to help soldiers become better members of the team, maintain or improve performance and prepare for the future. No easy answers exist for exactly what to do in all leadership and counseling situations. However, to conduct effective counseling, leaders should develop counseling style with the characteristics listed in Figure 5-1.

“You also must ensure the session is not done in a threatening manner. Nothing will destroy communications faster than if the soldier thinks there will be negative consequences to that conversation.”

CSM Daniel E. Wright

EFFECTIVE ARMY COUNSELING PROGRAM

5-8. Four elements are essential to the creation of an effective counseling program:

- **Education and Training:** Institutional and in units, through mentorship and self-development. The Army must first provide a base line of education to its soldiers to “show what right looks like.” The Noncommissioned Officer Education System (NCOES) has the primary responsibility to educate the NCO Corps on counseling. However, NCOES cannot accomplish this alone. Unit NCO Development Programs can and must conduct training workshops to provide that base of education of what right looks like to our junior leaders.
- **Experience:** Learn by doing coupled with guidance from more senior leaders. After initial education and training, all leaders must put their skills to use. NCOs must practice counseling while at the same time receiving guidance and mentoring on how to improve counseling techniques.
- **Continued support from both the Army and leaders:** The Army’s Counseling Website (www.counseling.army.mil), FM 6-22 (22-100), Appendix B and C and leaders (through spot checks and random monitoring of counseling sessions) provide the necessary support and critiques that will improve a young leader’s counseling skills.
- **Enforcement:** Once NCOs have the tools (both education and support) necessary for quality counseling, leaders must hold them accountable to ensure acceptable counseling standards for both frequency and content. This is accomplished through some type of compliance program on unit inspections.

FM 7-22.7

THE COUNSELING PROCESS

5-9. Effective leaders use the counseling process. It consists of four stages:

- Identify the need for counseling.
- Prepare for counseling.
- Conduct counseling.
- Follow-up.

“Listen to what soldiers have to say- they’ll tell you everything if you listen openly. Criticize and they’ll clam up. Ask what isn’t working about programs even if company statistics indicate that they are running well. Soldier comments often provide insight into ways to improve things to save time and make things more meaningful.”

COL David Reaney

<p>Leaders must demonstrate certain qualities to counsel effectively:</p> <ul style="list-style-type: none">• Respect for soldiers.• Self and cultural awareness.• Credibility.• Empathy. <p>Leaders must possess certain counseling skills:</p> <ul style="list-style-type: none">• Active listening.• Responding.• Questioning. <p>Effective leaders avoid common counseling mistakes. Leaders should avoid the influence of:</p> <ul style="list-style-type: none">• Personal bias.• Rash judgments.• Stereotyping.• The loss of emotional control.• Inflexible methods of counseling.• Improper follow-up.	<p>The Counseling Process:</p> <ol style="list-style-type: none">1. Identify the need for counseling.2. Prepare for counseling:<ul style="list-style-type: none">• Select a suitable place.• Schedule the time.• Notify the counselee well in advance.• Organize information.• Outline the components of the counseling session.• Plan counseling strategy.• Establish the right atmosphere.3. Conduct the counseling session:<ul style="list-style-type: none">• Open the session.• Discuss the issue.• Develop a plan of action (to include the leader’s responsibilities).• Record and Close the session.4. Follow-up.<ul style="list-style-type: none">• Support Plan of Action Implementation.• Assess Plan of Action.
--	--

Figure 5-2. Major Aspects of Counseling Process

Counseling and Mentorship

ASSESS THE PLAN OF ACTION

5-10. The purpose of counseling is to develop soldiers who are better able to achieve personal, professional and organizational goals. During the assessment, review the plan of action with the soldier to determine if the desired results were achieved. The leader and soldier should schedule future follow-up counseling sessions. Figure 5-2 summarizes the major aspects of the counseling process. Additional information on counseling is in Appendix C of FM 6-22 (22-100) and on the Army Counseling Homepage (www.counseling.army.mil).

“Nothing will ever replace one person looking another in the eyes and telling the soldier his strengths and weaknesses. [Counseling] charts a path to success and diverts soldiers from heading down the wrong road.”

SGM Randolph S. Hollingsworth

TYPES OF DEVELOPMENTAL COUNSELING

5-11. You can often categorize developmental counseling based on the topic of the session. The two major categories of counseling are event-oriented and performance and professional growth.

EVENT-ORIENTED COUNSELING

5-12. Event-oriented counseling involves a specific event or situation. It may precede events, such as going to a promotion board or attending a school; or it may follow events, such as a noteworthy duty performance, a problem with performance or mission accomplishment, or a personal problem. Examples of event-oriented counseling include, but are not limited to these types:

- Specific instances of superior or substandard performance.
- Reception and integration counseling.
- Crisis counseling.
- Referral counseling.
- Promotion counseling.
- Separation counseling.

COUNSELING FOR SPECIFIC INSTANCES

5-13. Sometimes counseling is tied to specific instances of superior or substandard duty performance. For example, you tell your soldier whether or not the performance met the standard and what the soldier did right or wrong. The key to successful counseling for specific performance is to conduct the counseling session as close to the time of the event as possible.

FM 7-22.7

5-14. When counseling a soldier for specific performance take the following actions:

- Tell the soldier the purpose of the counseling, what was expected and how they failed to meet the standard.
- Address the specific unacceptable behavior or action, not the person's character.
- Tell the soldier the effect of the performance on the rest of the unit.
- Actively listen to the soldier's response.
- Remain unemotional.
- Teach the soldier how to meet the standard.
- Be prepared to do some personal counseling since the lack of performance may be related to or the result of a personal problem.
- Explain to the soldier what will be done to improve performance (plan of action). Identify your responsibilities in implementing the plan of action.
- Continue to assess and follow-up on the soldier's progress. Adjust the plan of action as necessary.

Reception and Integration Counseling

5-15. Leaders must counsel new team members when they report in. Reception and integration counseling serves two purposes: First, it identifies and helps fix any problems or concerns that new members have, especially any issues resulting from the new duty assignment. Second, it lets them know the unit standards and how they fit into the team. Reception and integration counseling starts the team building process and lets the soldier know the leadership cares. Reception and integration counseling clarifies job titles and it sends the message that the chain of command cares. Reception and integration counseling should begin immediately upon arrival so new team members can quickly become integrated into the organization. Figure 5-3 gives some possible discussion points.

Counseling and Mentorship

- Unit standards.
- Chain of command.
- NCO support channel (who and how used).
- On and off duty conduct.
- Personnel/personal affairs/initial clothing issue.
- Unit history, organization and mission.
- Soldier programs within the unit, such as soldier of the month/quarter/year and Audie Murphy and Sergeant Morales Board.
- Off limits and danger areas.
- Functions and locations of support activities.
- On and off post recreational, educational, cultural and historical opportunities.
- Foreign nation or host nation orientation.
- Other areas the individual should be aware of, as determined by the rater.

Figure 5-3. Reception and Integration Counseling Points

Crisis Counseling

5-16. You may conduct crisis counseling to get a soldier through the initial shock after receiving negative news, such as notification of the death of a loved one. You help the soldier by listening and providing assistance, as appropriate. Assistance may include referring the soldier to a support activity or coordinating external agency support. Crisis counseling focuses on the soldier's immediate, short-term needs.

Referral Counseling

5-17. Referral counseling helps soldiers work through a personal situation and may follow crisis counseling. Referral counseling also acts as preventative counseling before the situation becomes a problem. Usually, the leader assists the soldier in identifying the problem.

5-18. Outside agencies can help leaders resolve problems. Although it is generally in an individual's best interest to seek help first from his first line leader, leaders must always respect an individual's right to contact these agencies on their own. Leaders can refer the soldier to the appropriate resource, such as Army Community Services, a Chaplain, or a substance abuse counselor. Additional information on support activities can be found in Appendix B, Army Programs or in FM 6-22 (22-100), Appendix C.

FM 7-22.7

[Helping] soldiers cope with personal problems...means more than referring the soldier to another person- the chaplain, a doctor, or counselor. Until the problem is resolved, you have a soldier with a problem in your unit, so it's your problem.... Let your soldiers know what you're doing to help them solve their problems.

FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980

Promotion Counseling

5-19. Commanders or their designated representatives must conduct promotion counseling for all specialists, corporals and sergeants who are eligible for advancement without waiver, but are not recommended for promotion to the next higher grade. Army regulations require that soldiers within this category receive initial (event-oriented) counseling when they attain full eligibility and then periodic (performance and personal growth) counseling at least quarterly.

Adverse Separation Counseling

5-20. Adverse separation counseling may involve informing the soldier of the administrative actions available to the commander in the event substandard performance continues and of the consequences associated with those administrative actions. (See AR 635-200, Chapter 1, Paragraph 1-16 and Chapter 17.)

5-21. Developmental counseling may not apply when a soldier has engaged in more serious acts of misconduct. In those situations, the leader should refer the matter to the commander and the servicing staff judge advocate's office. When the leader's rehabilitative efforts fail, counseling with a view towards separation fills an administrative prerequisite to many administrative discharges and serves as a final warning to the soldier to improve performance or face discharge. In many cases, it may be beneficial to involve the chain of command as soon as you determine that adverse separation counseling might be required. The first sergeant or commander should inform the soldier of the notification requirements outlined in AR 635-200.

PERFORMANCE AND PROFESSIONAL GROWTH COUNSELING

Performance Counseling

5-22. During performance counseling, the leader conducts a review of the soldier's duty performance during the previous quarter. The leader and soldier jointly establish performance objectives and standards for the next quarter. Rather than dwelling on the past, leaders should focus the session on the soldier's strengths, areas needing improvement and potential.

5-10

Counseling and Mentorship

Performance counseling informs soldiers about their jobs and the expected performance standards and provides feedback on actual performance -- the best counseling is always looking forward. It does not dwell on the past and what was done, rather on the future and what can be done better.

DA Pam 623-205, "The NCO Evaluation Reporting System 'In Brief,'" 1988

5-23. Performance counseling is required for noncommissioned officers; mandatory, face-to-face performance counseling between the rater and the rated NCO is required under the NCOER system.

5-24. Performance counseling at the beginning of and during the evaluation period facilitates a soldier's involvement in the evaluation process. Performance counseling communicates standards and is an opportunity for leaders to establish and clarify the expected values, attributes, skills and actions.

5-25. As an Army leader, you must ensure you've tied your expectations to performance objectives and appropriate standards. **You must establish standards that your soldiers can work towards and must teach them how to achieve those standards if they are to develop.**

The NCO Evaluation Report

5-26. The Noncommissioned Officer Evaluation Reporting System (NCOERS) is designed to –

- Strengthen the ability of the NCO Corps to meet the professional challenges of the future through the indoctrination of Army values and basic NCO responsibilities. The continued use of Army values and NCO responsibilities as evaluation criteria provides and reinforces a professional focus for the rating chain's view of performance. Over time, this results in acceptance of the values and NCO responsibilities, better performance and a stronger NCO Corps.
- Ensure the selection of the best qualified noncommissioned officers to serve in positions of increasing responsibility by providing rating chain view of performance/potential for use in centralized selection, assignment and other Enlisted Personnel Management System (EPMS) decisions. The information in evaluation reports, the Army's needs and the individual NCO's qualifications are used together as a basis for such personnel actions as school selection, promotion, assignment, military occupational specialty (MOS) classification, command sergeant major (CSM) designation and qualitative management.
- Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. Evaluation reports provide the NCO formal recognition for performance of duty, measurement of professional values and personal traits and along with the NCO Counseling Checklist/Records are the basis for performance counseling

FM 7-22.7

by rating officials. Senior/subordinate communication is necessary to maintain high professional standards and is key to an effective evaluation system.

5-27. To ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential. Reports that are incomplete or fail to provide a realistic and objective evaluation make personnel management decisions difficult.

5-28. A single report should not, by itself, determine an NCO's career. An appraisal philosophy that recognizes continuous professional development and growth (rather than one that demands immediate, uncompromising perfection) best serves the Army and the NCO.

Professional Growth Counseling

5-29. Professional growth counseling is subordinate-centered communication that outlines actions necessary for soldiers to achieve individual and organizational goals and objectives. It is imperative for all leaders to conduct professional growth counseling with their soldiers to develop the leaders of tomorrow.

5-30. Professional growth counseling begins an initial counseling within 30 days of arrival. Additional counseling occurs **quarterly thereafter with an assessment at a minimum of once a month**. Counseling is a continuous process. Reception/Integration/Initial counseling must include goals/expectations for most current quarter along with long term goals and expectations.

5-31. During the counseling session a review is conducted jointly by the leader and soldier to identify and discuss the soldier's strengths/weaknesses and to create a plan of action to build upon strengths and overcome weaknesses. The leader must encourage, remain objective/positive, assist the soldier help himself and focus more towards the future. This future-oriented approach establishes short and long-term goals and objectives.

5-32. FM 6-22 (22-100), Appendix B, provides the necessary tools for the soldier to do a self-assessment based on performance indicators outlined in the leadership dimension. This self-assessment will assist soldiers in identifying their weaknesses and strengths and provide a means of improving their leadership abilities/skills. All leaders should use the performance indicators in FM 6-22 (22-100), Appendix B, as an assessment tool when counseling their

Counseling and Mentorship

soldiers. This will assist them in providing specific, precise and objective guidance to their soldiers.

THE COUNSELING SESSION

This is an example of Performance/Professional Growth counseling session presented in four parts. It shows disagreement between the leader and led on the leadership assessment. This makes the counseling session difficult for both at first (each is a little defensive). SFC Lang has difficulty getting SSG Rovero to do an honest self-appraisal of his performance. The strategy in this situation is to provide SSG Rovero with clear examples of his leader behavior along with the adverse effects it is having on the soldiers and the unit.

SFC LANG: Come in.

SSG ROVERO: Sorry I'm late, SFC Lang. I got tied up on a job that's been running late.

SFC LANG: Have a seat SSG Rovero and lets get started. Do you have your self-assessment with you? *[This reinforces the expectation that all leaders will prepare a self-assessment prior to developmental counseling. This also is a good technique to try in order to get the subordinate leader to start with most of the talking]*

SSG ROVERO: I have it here somewhere. Yes here it is. You know, SFC Lang, after I finished reading my self-assessment, I realized, hey, I'm pretty good!

SFC LANG: You want to know the truth? You are pretty good, but... *[Here, the leader is trying to reinforce and recognize good performance even though it's clear the leader is not satisfied with some other aspects of the subordinate leader's performance]*

SSG ROVERO: Thanks. But?

SFC LANG: Well, like you said; you always seem to be running late on jobs.

SSG ROVERO: Well, some of the guys have been goofing off lately and I just haven't been able to get them back in line yet, that's all. *[There can be a tendency to place blame or identify causal factors that may or may not be beyond the control of the subordinate leader]*

SFC LANG: Well that's why we're here.

SSG ROVERO: What do you mean? *[The leader can expect that some subordinates will be pretty defensive when it comes to leadership assessment. It will be viewed by some as threatening]*

SFC LANG: I thought we went over this last week when we set up this meeting. What'd I say then?

SSG ROVERO: Something about assessing my leadership strengths; areas I can improve in...

SFC LANG: That's part of it. The focus is on developing your leadership.

SSG ROVERO: That's funny, Sergeant. I was a squared away NCO until I got here. Now, all of a sudden I've got all this stuff to improve on. *[Initially, leaders can expect to have many soldiers who have never received feedback on their leadership. As developmental counseling becomes ingrained in the Army, more*

FM 7-22.7

soldiers will be comfortable and familiar with leadership assessment and development]

SFC LANG: Well, leadership is a bigger part of your job now. Leadership responsibilities increase as you move up in the ranks. You've got a lot of attributes in your favor. Like I said, you have very good technical skills, but...
[Again, the leader reinforces the good performance while still trying to get the subordinate leader to admit and 'own up' to the shortcomings that need improvement]

SSG ROVERO: I run a good shop. Our supply room is always stocked – nobody ever has to borrow a tool from another company. And I go to bat for my soldiers. Like when Hennessey needed time to take care of some family business. I helped him with that. Right? Isn't that leadership?

SFC LANG: Yes, but that's not the whole story... *[SFC Lang has already mentioned she has concerns with SSG Rovero's leadership. She wants SSG Rovero to tell his side of the story and complete his self-assessment. Does he think everything is going well?]*

SSG ROVERO: Well, okay, maybe things in the shop aren't going as smoothly as they should be. And maybe it is my fault, but...

SSG Rovero realizes he could make some improvements in some areas.

SFC LANG: The way I see it, you act like you're still a mechanic instead of a supervisor. Every time I walk through the bays you're under some vehicle turning wrenches. But while you're doing that, who's making sure all the jobs in the shop are getting done? Sometimes these young mechanics we've got are just spinning their wheels. Maybe if you spent more time making the rounds and checking up on each job, we'd have a better OR rate. Plus we might be able to get out of here at a decent hour. *[SFC Lang knew this would probably*

Counseling and Mentorship

be a sore spot with SSG Rovero. But, this is what the supervisor is observing along with the general effect it is having on soldiers and the unit]

SSG ROVERO: I don't think that is what's really happening.

SFC LANG: OK, I've got several observations here; let's take yesterday for example. We had three HMMWVs deadlined with electrical problems. Those new soldiers, Harris, Jones and Wilson, worked on them all day and still couldn't figure out what was causing the problem. Meanwhile, you're over with another HMMWV changing tires. *[SFC Lang did her homework. Observing and assessing is part of her daily activity around the motor pool. Specific observations of leader behavior along with the effects they are having on individuals, the unit and operational outcomes are key prerequisites to developmental activities]*

SSG ROVERO: Somebody had to do it.

SFC LANG: And are the HMMWVs up? *[Links behavior to outcomes]*

SSG ROVERO: We're working on it.

SFC LANG: And when did everybody finish and leave last night? *[Again this question links leader behavior to outcomes. SFC Lang asks SSG Rovero rather than tells him the outcome to promote ownership]*

SSG ROVERO: About twenty-one hundred.

SFC LANG: We have to agree on what's happening here.

SSG ROVERO: Maybe you're right, Sergeant. I need to work on my organizational skills. I'm not comfortable walking around with a list of jobs and checking up on people. I'd rather do it myself. *[It appears as though SFC Lang's detailed assessment resulted in SSG Rovero becoming a little more honest with himself. Given that SFC Lang also evaluates SSG Rovero, leaders can expect that soldiers might hesitate to admit to shortcomings]*

SFC LANG: I understand, but leaders have to learn how to assign tasks and supervise. That's the only way our soldier's will learn.

SSG ROVERO: OK, Sergeant.

Once they both agree on the assessment, both SFC Lang and SSG Rovero visibly relax. From this point on, the tone of the counseling session turns visibly positive and developmental as they talk about ways to improve SSG Rovero's performance.

SFC LANG: So what could you do to improve your leadership skills? *[Action plan development is a joint activity. The leader should refrain from prescribing developmental tasks unless the subordinate has no clue what to do or where to begin. Having the soldier identify the developmental task also promotes ownership and additional motivation to follow through]*

SSG ROVERO: I know I need to learn how to delegate tasks. I could prioritize the work that needs to be done and assign jobs based on experience. That way I could spend more time training and supervising my more inexperienced soldiers. *[This reinforces the concept that leaders should solicit the input of their soldiers and peers and include them in the decision-making process]*

SFC LANG: Sounds like you have a good plan. Remember, all your soldiers need your supervision. *[SFC Lang is making a subtle correction here to put a little more structure into this developmental plan.]*

SSG ROVERO: Thanks for your help, Sergeant.

FM 7-22.7

MENTORSHIP

5-33. Mentorship, probably the singular most misunderstood word surrounding counseling and leadership. To best understand mentorship, it is best to first define it. Mentorship is a voluntary, developmental relationship that exists between a person of greater experience and a person of lesser experience. Mentorship is not just a fancy buzzword. It is a proven approach and a valuable tool for NCO leaders.

“The experiences of the mentor when shared gives the soldier a comparative view to allow the soldier to develop and grow. The mentor is the sage old owl who has been there and done that and uses the experience to counsel wisely that young soldier.”

CSM A. Frank Lever, III

5-34. Note that no specific action is exclusively “mentoring.” In fact, the term “mentoring” is often used to describe a wide array of actions that outside of a mentorship relationship refer to the core of leader development such as counseling, teaching, coaching, role modeling, advising and guiding.

To be an effective mentor, you need the experience and wisdom of your years. You also have to care. If you really care about your soldiers, then you will devote the necessary time and attention to guiding them. Mentoring can take place anywhere. It is a key way to lead and to strengthen Army values.

DA Pam 600-25, “NCO Development Program,” 1987

DEVELOPMENTAL RELATIONSHIP

5-35. Mentorship is clearly a developmental relationship and noncommissioned officers have a mandate to develop their soldiers. Given that fact, shouldn't all leader-follower relationships be considered mentorship? Or why confuse the issue by labeling as mentorship what is in the essence, good leadership? Why do we need mentorship? When those mandated leader development actions occur within a mentorship relationship, their potential impact is greatly magnified, both for the individual and for the Army. This increase in development is due primarily because of the high degree of trust and respect that characterizes a mentoring relationship. Simply put good leadership stimulates development; mentorship magnifies that development. See Figure 5-4.

*“One of the most important responsibilities of a leader is to train, coach and mentor subordinates... Some folks might maintain a relationship with an old mentor throughout their careers and use them as a sounding board and for guidance, but most people will have several mentors over their careers. Keep in mind that a **mentor** is not a substitute for personal research, personal planning, hard work and dedication to service.”*

CSM Larry W. Gammon

Counseling and Mentorship

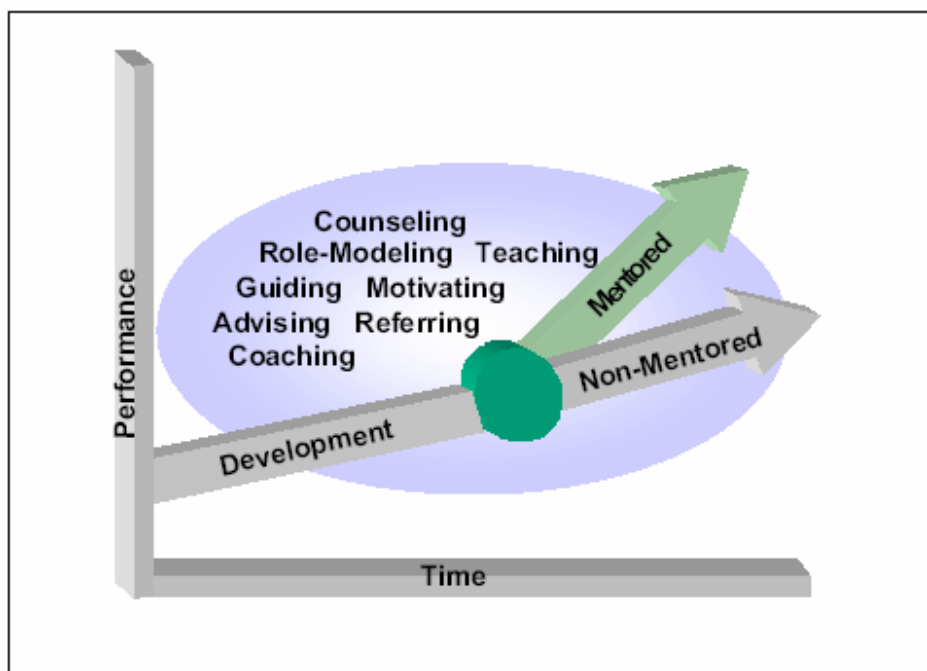


Figure 5-4. Mentorship Development

5-36. Mentorship can and will augment the natural development that occurs in leadership, but it is not necessary or practical in all leader-follower relationships. Soldiers will still develop if they are not mentored, but mentorship can be a key element in the development of soldiers, contributing to their greater well-being. We all have experience to give if we have the heart, the spirit and the caring attitude to share these experiences and the lessons we derive from them. Mentoring is simply giving of your knowledge to other people. To be an effective mentor, all you need is experience and the wisdom of your years and one other vital quality — ***you have to care!***

"Soldiers want to know what's going on. They don't want to reinvent the wheel to address problems that someone else has already solved."

CSM Cynthia A. Pritchett

SUSTAIN MENTORSHIP

5-37. Mentorship is demanding business, but the future of the Army depends on the trained and effective leaders whom you leave behind. Sometimes it requires you to set priorities, to balance short-term readiness with long-term leader development. The commitment to mentoring future leaders may require you to take risks. It requires you to give soldiers the opportunity to learn and develop them while using your experience to guide them without micromanaging. Mentoring will lead your soldiers to successes that build their confidence and skills for the future. The key to mentorship in the US Army is

FM 7-22.7

that it is a sustained relationship and may last through the entire career of a young soldier and even into retirement.

5-38. While not a formal, mandated program like counseling, mentorship does have some very distinct characteristics that we can use as a guide for our mentoring. See Figure 5-5.

- Personal, voluntary developmental relationship existing between soldiers.
- Mentor is a close, trusted and experienced counselor or guide.
- Not bound by geographical location.
- Mutual agreement on mentoring relationship.
- Mentoring relationship devoid of conflicting interests.
- Common professional interests.
- Enduring relationship, frequency based on need, not predetermined event or time.
- Shared Army Values.
- Soldier may have more than one mentor over time.
- Two-way communications.
- Mentor must be willing to share professional knowledge, training and experience in a trusted and respected atmosphere.
- Mentor maintains confidentiality and trust.
- Sincere caring on part of the mentor.
- Relationship may be initiated by superior, peer, or subordinate.
- Can cross military, civilian, active or retired lines.

Figure 5-5. Mentorship Characteristics

“Soldiers can solve 98 percent of their problems by just talking to someone about them. All you have to do is listen.”

SMA William G. Bainbridge

NCO MENTORSHIP OF OFFICERS

5-39. Senior NCOs have a great deal of experience that is valuable to officers. An officer who has an NCO as a mentor is taking advantage of that experience and also of the unique perspective NCOs develop in leadership, training and professionalism. Even very senior officers seek trusted NCOs' advice and counsel. A mentorship relationship that is unique in the Army and the NCO Corps is the relationship between a platoon sergeant and his young platoon leader. Especially in their early years, young officers need to be paired with senior experienced NCOs. The relationship that frequently comes from this experience tends to be instrumental in the young officers' development. Young

Counseling and Mentorship

officers may forget a lot of things about their time in the military, but they will never forget, good or bad, their first platoon sergeant.



MENTORSHIP BUILDS THE FUTURE

5-40. Mentorship offers unparalleled opportunities to build a better Army. If you are a noncommissioned officer and are not mentoring several promising young leaders, you are missing an important opportunity to contribute to the Army's future. Mentorship is the single, easiest way to develop young leaders. But to do so, the mentor must be willing to commit the time and energy necessary to do it right and to set the conditions for success so young leaders will seek him out to be their mentor.

"Becoming a mentor should not be a hasty endeavor. It is not a part-time job. It is an intense relationship between teacher and student. The process requires time and caring. Effective mentors are totally committed to spending the necessary time and attention it takes to share values, attitudes and beliefs. This includes helping a soldier make career decisions and providing support and encouragement that allow leaders to grow."

CSM Christine E. Seitzinger

Near the end of the session, SSG Rovero starts taking charge of his action plan – identifying, without SFC Lang's assistance, things he can do to improve his leadership. As the session closes, there is a renewed air of respect and understanding between SFC Lang and SSG Rovero.

FM 7-22.7

SFC LANG: Why don't you read back to me what you've got. *[As developmental sessions come to a close, it is important to review tasks and confirm what was said earlier in the session]*

SSG ROVERO: Okay. *[Making notes to himself.]* "Conduct an AAR with the maintenance section; observe Sergeant Leroy supervising maintenance operations."

SFC LANG: Those should both work to improve Executing. *[SFC Lang reinforces the leadership doctrinal framework by listing developmental tasks IAW with the value, attribute, skill and/or action it is designed to improve]*

SSG ROVERO: One I just thought of, "develop a daily plan for supervising maintenance operations." I think if I just sat down each morning and split up the jobs better, plus figure out where I'm needed most... *[This is an ideal outcome to be sought after in developmental counseling — the subordinate leader coming up with and identifying developmental tasks. Also note the total number of tasks identified. A few clearly defined tasks with high potential for improvement and are better than numerous, ill-defined tasks with questionable outcomes]*

SFC LANG: Sounds good. OR rate is bound to go up. And just think of what this is going to do to everybody's motivation around here – getting home at a decent hour. And I'll let Sergeant LeRoy know you're coming over to have a look at his maintenance operations. *[Again, the action plan may very well require action on the part of the leader, not just the subordinate leader. At a minimum the leader is going to have to plan and allocate time to get out and make subsequent observations of the leader to assess whether or not improvement is being made and perhaps conduct some on-the-spot coaching].* Well, Sergeant, we've had some pretty straight talk here on things that need to improve. And don't forget you've got a lot going for you. Best technical skill I've seen. Keep up the good work. *[Action plans are also about sustaining the 'good stuff.' In closing the session, SFC Lang is conscience of the need to reinforce and communicate what SSG Rovero is doing well]*

SSG ROVERO: Appreciate that, SFC Lang.

5-41. During the counseling, the leader and soldier conduct a review to identify and discuss the soldier's strengths and weaknesses and create a plan of action to build upon strengths and overcome weaknesses. This counseling is not normally event-driven. The discussion may include opportunities for civilian or military schooling, future duty assignments, special programs and reenlistment options. Every person's needs are different and leaders must apply specific courses of action tailored to each soldier.

Appendix D, Student Handouts

TSP: L235

TITLE: Sexual Assault

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: L235 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 thru SH-1-2
SH-2, Extracted Material from IAW TSP 805C-010-0104	SH-2-1

This page intentionally left blank

Student Handout 1

This student handout contains the Advance Sheet.

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of one hour and thirty minutes of small group instruction.

Overview

This lesson provides you with some basic

Learning Objective

Terminal Learning Objective (TLO).

Action:	Implement the Army's Sexual Assault Prevention and Response Program.
Conditions:	In a classroom environment culminating in a situational training exercise and given a team/squad.
Standards:	<p>Implement the Army's Sexual Assault Prevention and Response Program by:</p> <ul style="list-style-type: none"> • Defining Army's Sexual Assault Policy. • Discussing sexual assault definitions. • Identifying sexual assault trends in the Army environment. • Identifying Chain of Command responsibilities within the Army's Sexual Assault Prevention and Response Program. • Identifying types of sexual assault and influencing factors. • Identifying rights of victim and alleged perpetrator. • Identifying individual responsibilities. • Identifying procedures for timely reporting of sexual assault. • Identify resources for victims of sexual assault. <p>IAW TSP 805C-010-0104 (SH-2).</p>

-
- ELO A** Define Army's Sexual Assault Policy.
 - ELO B** Discuss sexual assault definitions.
 - ELO C** Identify sexual assault trends in the Army environment.
 - ELO D** Identify Chain of Command responsibilities within the Army's Sexual Assault Prevention and Response Program.
 - ELO E** Identify types of sexual assault and influencing factors.
 - ELO F** Identify rights of victim and alleged perpetrator.
 - ELO G** Identify individual responsibilities.
 - ELO H** Identify procedures for timely reporting of sexual assault.
 - ELO I** Identify resources for victims of sexual assault.
-

Assignments

The student assignments for this lesson are:

- Read SH-2 extracted material from TSP 805C-010-0104.
-

**Additional
Subject Area
Resources**

None

Bring to Class

You must bring the following materials to class:

- SH-2, extract from TSP 805C-010-0104.
 - Pencil or pen and writing paper.
-

Note to Students

It is your responsibility to do the homework prior to class. We expect you to come to class prepared. You will participate in small group discussion. We expect you to participate in the discussion by providing information you learned from your study and your personal and observed experiences. Failure to study and read the assignments above will result in your inability to participate with the rest of the group. Not having your input affects the group's ability to discuss fully the information.

Student Handout 2

Extracted Material from TSP 805C-010-0104

This student handout contains 52 pages of extracted material from the following publication:

TSP 805C-010-0104, Sexual Assault Prevention and Response Training (New Leader) dated 24 Oct 2004

Disclaimer: The training developer extracted the materials from the General Dennis J. Reimer Training and Doctrine Digital library. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTIONS ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	CJASA104 (New Leader) / Army's Sexual Assault Prevention and Response Training
Effective Date	30 NOV 2004
Supersedes TSP(s) / Lesson(s)	
TSP Users	New Leader (PLDC, BOLC II, WOBC)
Proponent	The proponent for this document is the Soldier Support Institute, Fort Jackson, SC.
Improvement Comments	Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i> . Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to: Commander U.S. Army Soldier Support Institute 10000 Hampton Parkway Fort Jackson, SC 29207-7025
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the Commander, U.S. Army Soldier Support Institute, Fort Jackson foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number

Task Title

CJASA104

Army's Sexual Assault Prevention and Response Training
(PLDC, BOLC II, WOBC)

**Delivery
Technique**

Lesson Number

Technique of Delivery

Conference/Discussion

This TSP
Contains

TABLE OF CONTENTS

	<u>PAGE</u>
Preface	2
Lesson Plan	4
Section I Administrative Data	4
Section II Introduction	7
TLO: Implement the Army's Sexual Assault Prevention and Response Program.....	7
Section III Presentation	9
ELO A: Define Army's Sexual Assault Policy.....	9
ELO B: Discuss sexual assault definitions.....	11
ELO C: Identify trends of sexual assault.....	12
ELO D: Identify Chain of Command responsibilities within the Army's Sexual Assault Prevention and Response Program	14
ELO E: Identify types of sexual assault; influencing factors; effects of sexual assault on the victim, the alleged perpetrator, and the unit; and techniques used to prevent the occurrence of sexual assaults	18
ELO F: Identify rights of victim and alleged perpetrator	26
ELO G: Identify Soldier's responsibility within the Army's Sexual Assault Prevention and Response Program	28
ELO H: Identify procedures for timely reporting of sexual assault.....	30
ELO I: Identify resources for victims of sexual assault.....	32
Section IV Summary	35
Section V Student Evaluation	36
Appendix A - Viewgraph Masters.....	A-1
Appendix B - Test(s) and Test Solution(s)	B-1
Appendix C - Practical Exercises and Solutions (N/A)	C-1
Appendix D - Student Handouts	D-1

**Army's Sexual Assault Prevention and Response Training
CJASA104 / Version 1 – 30 Nov 2004**

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson

<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
CJASA104	1	Army's Sexual Assault Prevention and Response Training

Task(s) Taught(*) or Supported

<u>Task Number</u>	<u>Task Title</u>
--------------------	-------------------

Reinforced Task(s)

<u>Task Number</u>	<u>Task Title</u>
--------------------	-------------------

Academic Hours

The academic hours required to teach this lesson are as follows:

	<u>IDT Hours/Methods</u>	
	1 hr	30 min / Conference/Discussion
Test	0 hrs	20 min
Test Review	0 hrs	10 min
Total Hours:	2.0 hrs	

Test Lesson Number

	<u>Hours</u>	<u>Lesson No.</u>
Testing (to include test review)	N/A	

Prerequisite Lesson(s)

<u>Lesson Number</u>	<u>Lesson Title</u>
None	

Clearance Access

Security Level: Unclassified

Requirements: There are no clearance or access requirements for the lesson.

Foreign Disclosure Restrictions

FD5. This product/publication has been reviewed by the product developers in coordination with the Commander, U.S. Army Soldier Support Institute, Fort Jackson foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

References

*Be sure to include all references used.

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
	The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies	27 May 04	
	Memo for the Commanders of Combatant Commands	30 Apr 04	
	Army Policy on Sexual Assault Memorandum	7 Apr 04	
DODD 1030.1	Victim and Witness Assistance	13 Apr 04	
	Manual For Courts-Martial United States (2002 Edition)		
AR 27-10	Military Justice	6 Sep 02	

AR 195-1	Army Criminal Investigation Program	12 Aug 74	
AR 195-2	Criminal Investigation Activities	30 Oct 85	
	Sexual Assault @ www.hooah-4health.com	Accessed 3 Aug 04	
T342	Cultural Awareness Consideration	01 Oct 04	
081-PS-SA-1	AMEDD Officer Leadership Training	21 Apr 04	
	National Center on Domestic and Sexual Violence	Accessed 19 Sep 04	

Student Study Assignments

None

Instructor Requirements

Instructor should prepare for this class by reading the lesson and have a thorough understanding of the content being presented.

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
None			

Equipment Required for Instruction

<u>Id Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
Computer with DVD or CD capabilities	1:16	1:1	No	1	No
Screen, Projector			No	1	No
Receiver, Television			No	1	No
			No	1	No

* Before Id indicates a TADSS

Materials Required

Instructor Materials:

- TSP Lesson Plan
- References
 - Army Policy on Sexual Assault Memorandum, 7 Apr 04
 - The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
 - Memo for the Commanders of Combatant Commands, 30 Apr 04
 - DOD Directive 1030.1, Victim and Witness Assistance, 13 Apr 04
 - AR 27-10, Military Justice, 6 Sep 02
 - AR 195-1, Army Criminal Investigation Program, 12 Aug 74
 - AR 195-2, Criminal Investigation Activities, 30 Oct 85
 - www.hooah-4health.com
 - T342 / Cultural Awareness Considerations, 1 Oct 04
 - AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04
 - National Center on Domestic and Sexual Violence
 - Manual For Courts-Martial United States (2002 Edition)
- Viewgraphs: VGT-1 thru 50

Student Materials:

- Student handouts

Classroom, Training Area, and Range Requirements

Classroom, General Purpose, 750SF, 30 PM

Ammunition Requirements

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

Instructional Guidance

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

Instructor must complete Student Handout 7 (SH-7) (Resources for Sexual Assault Victims) by filling in the applicable local information.

Instructor should arrange for printing of Tip Card, SH-8 (Sexual Assault Tip Card).

Proponent Lesson Plan Approvals

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Knighton, Christine	COL	Director, Training Development Directorate (TDD)	
Jones, Anita	GS13	Chief, Human Resources Division (HRD)	
Kimberley, Rose	GS12	Chief, Quality Assurance (HRD)	
White, Nanette	MSG	EO Proponency NCO	

SECTION II. INTRODUCTION

Method of Instruction: <u>Conference/Discussion</u>
Instructor to Student Ratio is: <u>1:16</u>
Time of Instruction: <u>5 mins</u>
Media: <u>VGTs 1-3</u>
References: <u>N/A</u>
Security Classification: <u>Unclassified</u>

Motivator

As a junior leader you will be directly responsible for the Soldiers under your care. The training you have received thus far has prepared you to be a good Soldier and leader. As you are aware, to be an effective leader you must lead by example and follow the Army Values, Warrior Ethos and Soldiers Creed. By doing so, you will reinforce these values within your Soldiers.

As a leader you will be confronted with numerous leadership challenges, one of which is sexual assault. The challenge is to be aware of the conditions under which sexual assault may occur, to educate your Soldiers regarding these conditions and how to avoid sexual assault, as well as, how to handle sexual assault in your unit or organization if it occurs.

In the past few years the Army has faced intense scrutiny on its sexual assault prevention programs. Media reports have alleged that the Army was insufficient and unresponsive in dealing with reports of sexual assault. As a result the Army has conducted a thorough review of these allegations and strengthened its procedures and processes where needed.

This lesson is designed to provide you with the information necessary to prepare you to deal with the issue of sexual assault. It will provide you with the knowledge, awareness and prevention techniques that you can apply to your current daily activities and your future leadership responsibilities. Also, this lesson is designed to stress the seriousness of sexual assault and to ensure that the Army's contemporary operational environment is safe and keeps to the highest standards.

Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective requirements.

At the completion of this lesson, you [the student] will:

Action:	Implement the Army's Sexual Assault Prevention and Response Program
Conditions:	In a classroom environment with facilitated group discussions or scenarios
Standards:	<p>Completed the lesson on the Army's Sexual Assault Prevention and Response Program and achieved a passing score on a separately administered test.</p> <ul style="list-style-type: none"> A. Defined Army's Sexual Assault Policy. B. Discussed sexual assault definitions. C. Identified sexual assault trends in the Army environment. D. Identified Chain of Command responsibilities within the Army's Sexual Assault Prevention and Response Program. E. Identified types of sexual assault and influencing factors. F. Identified rights of victim and alleged perpetrator. G. Identified individual responsibilities H. Identified procedures for timely reporting of sexual assault. I. Identified resources for victims of sexual assault.

Safety

No food or drink is allowed near or around electrical equipment (CPU, file servers, printers, projectors, etc.) due to possible electrical shock or damage to equipment. Exercise care in

Requirements	personal movement in and through such areas. Avoid all electrical cords and associated wiring. In event of electrical storms, you will be instructed to power down equipment.
Risk Assessment Level	Low
Environmental Considerations	NOTE: It is the responsibility of all Soldiers and DA civilians to protect the environment from damage.
Evaluation	During this course you will take a multiple choice test. The test includes questions on the ELOs and TLO from this lesson. You must receive a minimum score of 70% to receive a GO.
Instructional Lead-In	<p>NOTE: Show VGT-1 (Army’s Sexual Assault Prevention and Response Training)</p> <p>Welcome to the Army’s Sexual Assault Prevention and Response Training for New Leaders. This lesson is part of the Army’s Sexual Assault Prevention and Response Program. We will be referring to the Acting Secretary of the Army’s Task Force Report on Sexual Assault Policies, dated 27 May 04.</p> <p>NOTE: Show VGT-2 (Terminal Learning Objective)</p> <p>At the completion of this lesson, you [the student] will be able to implement the Army’s Sexual Assault Prevention and Response Program in a classroom environment, having completed the lesson on the Army’s Sexual Assault Prevention and Response Training, and achieved a passing score on a separately administered test. The passing score is 70% correct.</p> <p>NOTE: Show VGT-3 (Program Purpose)</p> <p>The purpose of the Army’s Sexual Assault Prevention and Response Program is to eliminate incidents of sexual assault through a comprehensive policy that centers on</p> <ul style="list-style-type: none"> • Prevention • Immediate response • Long-term support • Evaluation process <p>Now let’s look at the Army’s Sexual Assault Policy.</p>

SECTION III. PRESENTATION

NOTE: Inform the students of the Enabling Learning Objective requirements.

A. ENABLING LEARNING OBJECTIVE

ACTION:	Define Army's Sexual Assault Policy
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Stated the Army's Sexual Assault Policy

1. Learning Step / Activity 1. Army's Sexual Assault Policy

Method of Instruction: Conference/Discussion
Instructor to Student Ratio: 1:16
Time of Instruction: 10 mins
Media: **VGTs 4-7**
References: Army Policy on Sexual Assault Memorandum, 7 Apr 04
Memo for the Commanders of Combatant Commands, 30 Apr 04
Security Classification: Unclassified

Lead-In: It is important that you understand the Army's policy on preventing and responding to sexual assault in the contemporary operational environment. Your response to these events affects the climate under which you and your Soldiers live and operate. The Sexual Assault Policy states that all victims of sexual assault will be treated with dignity, fairness and respect. Each incident will be treated seriously and all information will be kept confidential. The Secretary of Defense in his memo to commanders of the combatant commands said that the sexual assault problem can only be solved by commanders exercising strong leadership. He further stated that commanders and noncommissioned officers at every organizational level are responsible for success. The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, dated 27 May 2004, findings reinforced the Task's Force's belief that "**proactive involvement by leaders at all levels is the key to successfully addressing sexual assault in the Army.**"

So how do you, as new leaders, foster the climate that helps to implement and maintain the Army's Sexual Assault Prevention and Response Program?

NOTE: Instructors should inform students that the Army's Sexual Assault Policy is located in SH -1 (Army Policy on Sexual Assault Memorandum), which will be provided at the conclusion of this lesson.

NOTE: Show VGT-4 (Army's Policy on Sexual Assault)

1. The first topic of this lesson is "Army's Sexual Assault Policy." You should know this policy and be able to explain and implement it.
2. The Army Policy on Sexual Assault Memorandum, dated 7 April 2004, documents the Army's Policy on Sexual Assault. The policy states, "Sexual assault is a crime that cannot and will not be tolerated in the United States Army. It has a devastating and often lasting impact on the victim, a fellow Soldier. Moreover, sexual assault tears at the moral fiber of our unit formations, degrading our readiness. Sexual assault has no place in the Army ... we're a values based organization; we take care of our fellow Soldiers ... and treat all Soldiers with dignity and respect."

NOTE: Show VGT-5 (Army's Sexual Assault Policy)

1. The Army's Sexual Assault Policy states that sexual assault is a criminal offense that is punishable. The policy promotes training, education and awareness to prevent sexual assault; sensitive handling of victims of sexual assault; aggressive, timely and thorough investigations; and accountability of those who commit sexual assault offenses."
2. Other topics in this lesson will go into more detail regarding victim assistance and counseling, as well as accountability of persons who conduct these offenses.

3. The Army's Sexual Assault Policy states the Army will treat all victims of sexual assault with dignity, fairness and respect. We want to encourage victims to report sexual assault so they can be given proper medical treatment and support. Sensitive treatment of victims is critical to support this objective.
4. We will be discussing victim's rights as well as those of the alleged perpetrator in a later topic.
5. The Army's Sexual Assault Policy states, leaders at every level will create and promote a positive command climate in which victims have confidence in the chain of command and criminal investigators to report these crimes immediately. Leaders are responsible for making the program work.
6. Sexual assaults are **serious!** It is important that proper guidelines be followed by everyone so that victims receive the attention and care that they need. It is important, also, that alleged perpetrators be given due process. These guidelines will help ensure that sexual assaults are handled consistently throughout the Army. We will expand of various points of this policy in other lesson topics.

NOTE: Show VGT-6 (Army Policy Applies...)

The Army's Sexual Assault Policy applies:

1. Both on and off post
2. During duty and non-duty hours
3. To working, living, and recreational environments

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What document provides the Army's Sexual Assault Policy?

A: Army Policy on Sexual Assault Memorandum

Q: When and where does the sexual assault policy apply?

A: Any place you are 24 hours, 7 days a week.

Q: Whose responsibility is it to make the Sexual Assault Prevention and Response Program work?

A: Leaders at all levels

Review/ Summarize Lesson

NOTE: Show VGT-7 (Review)

In this topic we looked at the Army's Sexual Assault Policy. A synopsis of the policy states that:

1. Sexual assault is a criminal offense that has no place in the Army
2. Training, education and awareness will be used to prevent it; victims will be offered assistance and counseling; and offenders will be held accountable
3. All victims will be treated with dignity, fairness and respect
4. Leaders will create and promote a positive command climate that responds to sexual assault crimes immediately

Transition to Next Lesson

Now that you are aware of the policy, let's look at definitions and terms used in conjunction with sexual assault.

NOTE: Inform the students of the Enabling Learning Objective requirements.

B. ENABLING LEARNING OBJECTIVE

ACTION:	Discuss sexual assault definitions
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Stated sexual assault definitions

1. Learning Step / Activity 1. Sexual Assault Definitions

Method of Instruction: Conference/Discussion
Instructor to Student Ratio: 1:16
Time of Instruction: 5 mins
Media: **VGTs 8-11**
References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
Security Classification: Unclassified

NOTE: Instructors should inform students that a list of terms and definitions associated with Sexual assault is located in SH-2 (Sexual Assault Terms and Definitions), will be provided at the conclusion of this lesson.

NOTE: Show VGT-8 (Sexual Assault Defined)

NOTE: Instructor should define carnal knowledge for the state or location where training is being conducted.

Sexual assault refers to offenses of a sexual nature committed without the lawful consent of the victim. These offenses, which are punishable as crimes under UCMJ, include the following:

1. Rape – sexual intercourse by force and without consent
2. Forcible sodomy – oral or anal sex by force and without consent
3. Indecent assault – any non-consensual touching done with the intent to gratify lust or sexual desires
4. Carnal knowledge – sexual intercourse with a minor

NOTE: Show VGT-9 (Other Definitions)

Army regulations include several definitions that are important to the topic of sexual assault.

1. The term "Victim" is defined as "any person who reports the commission of a sexual assault upon himself or herself, or is identified, based upon the report of another person, or other information, as a person who has been subjected to a sexual offense."
2. The term "Alleged perpetrator" is defined as "one who has been accused of committing a crime including any report of a crime to police authorities of a known or unknown person." (i.e., subject)
3. The term "Perpetrator" is defined as "one who has committed a crime," (i.e., offender, subject)

NOTE: Show VGT-10 (Cases Defined)

1. Case – a formal investigative file that may contain multiple incidents, offenses, victims, and offenders (i.e., perpetrators).
2. Founded Case – a determination made by the Criminal Investigation Division (CID) that a criminal offense has been committed. The determination that a founded offense exists is an investigative decision independent of any judicial opinion or disciplinary action.
3. Unfounded Case – a determination made by the CID that a criminal offense did not occur. This determination must be based on demonstrative evidence. A lack of evidence to support a complaint or questioning of certain elements of a complaint is not sufficient to categorize an incident as unfounded. A finding of insufficient evidence is not a basis for labeling an offense as unfounded.

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What is the term for one who has been sexually assaulted?

A: Victim

Q: What is the term for one who has committed a crime?

A: Perpetrator

Review/ Summarize Lesson

NOTE: Show VGT-11 (Review)

In this topic, we looked at terms associated with sexual assault – victim, alleged perpetrator, perpetrator, and cases.

Transition to Next Lesson

Now that you understand sexual assault related definitions, we will look trends of sexual assaults in our community.

NOTE: Inform the students of the Enabling Learning Objective requirements.

C. ENABLING LEARNING OBJECTIVE

ACTION:	Identify trends of sexual assault
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Selected the correct trends by examining trend statements that pertain to sexual assault in the Army environment

1. Learning Step / Activity 1. Sexual Assault Trends

Instructor to Student Ratio: 1:16

Time of Instruction: 10 mins

Media: **VGTs # 12-16**

References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
HOOAH 4 Health

National Center on Domestic and Sexual Violence

Security Classification: Unclassified

Lead-In: Sexual assault is one of the most serious and fastest growing violent crimes in the United States. The exact number of sexual assault crimes is hard to determine because it is significantly underreported. Sexual assault affects about 1.3 women per minute in the United States. That is, approximately 683,000 women are sexually assaulted each year. An alarming statistic! What is even more alarming is that nearly half of all sexual assault victims never discuss the attack with anyone and only about 16% are reported to the police.

NOTE: Instructors should inform students that Sexual Assault Trend tables are located in SH-3 (Sexual Assault Trends), which will be provided at the conclusion of this lesson.

NOTE: Show VGT-12 (Army Crime Trends)

1. The Task Force Report on Sexual Assault Policies dated 27 May 2004 includes an overview of Army data relating to sexual assault. The Task Force reviewed crime statistics from the Army Crime Records Center's (CRC) database between 1999-2004 with 2002 and 2003 analyzed in greater detail.
2. The CRC stores records of all criminal allegations investigated by CID, offenses that carry six months or more confinement, and cases that are investigated by installation provost marshals. The Task Force examined criminal data that included cases involving Soldiers, family members, civilians, contractors, and members of other services, as well as cases that occurred on and off military installations. **Records of criminal allegations include cases determined to be founded, unfounded, or of insufficient evidence.**
3. Army sexual trends indicate that most

- a. Rape victims knew the perpetrator
 - b. Incidents occurred in the barracks or victim's home (personal living areas)
 - c. Victims were intoxicated or drug impaired
 - d. Barracks rooms were unsecured
 - e. Victims delayed reporting
4. Alcohol and drug use on the part of the assailant and/or the victim is one of the most common factors that contribute to date or acquaintance rape.

NOTE: Show VGT-13(Number of Sexual Assault Victims and Perpetrators)

1. Because a single sexual assault case can involve multiple victims and/or perpetrators, the actual number of victims was higher than the number of cases.
 - a. In 2002, 353 of the 783 sexual assault cases, or 45%, involved one or more Soldier victims.
 - b. In 2003, 407 of the 822 sexual assault cases, 50%, involved one or more Soldier victims.
2. In 2002, 79% of total alleged perpetrators were Soldiers. Of these, 55% were involved in cases with Soldier victims.
3. In 2003, 68% of alleged perpetrators were Soldiers. Of these, 48% were involved in cases with Soldier victims.
4. The overall Soldier victim rate for sexual assault was 0.8 per 1,000 in 2002 and 0.7 in 2003. Because a single sexual assault case can involve multiple victims and/or perpetrators, the actual number of victims is higher than the number of cases.
5. The highest number of victims is concentrated in the junior enlisted ranks. The victim rate for junior enlisted Soldiers was 1.7 per 1,000 in 2002 and 2003, compared with an NCO victim rate of 0.3 and 0.2 per 1,000, respectively, for the same years. Sexual assault victim rates for officers were 0.1 in 2002 and 0.2 in 2003.

NOTE: Show VGT-14(Number of Allegations by Rank)

1. Perpetrator sexual assault rates also differed by rank, although the difference across rank for perpetrators varied less than the difference across rank for victims.
 - a. In 2002, the perpetrator rates for junior enlisted Soldiers, NCOs, and officers were 1.7, 1.3, and 0.3, respectively.
 - b. In 2003, the perpetrator rates for junior enlisted Soldiers, NCOs, and officers were 1.2, 1.0, and 0.3, respectively.
2. The highest rate of allegations of sexual assaults involved female junior enlisted Soldiers victims. Numbers of victims and alleged perpetrators, by rank, for 2002 and 2003, are depicted in the table on the slide.
 - a. Victim Rates per 1,000 Soldiers -
 - i. Female junior enlisted – 6.8 reported being sexual assault victims in 2002; in 2003, this rate rose to 7.3.
 - ii. Female NCOs – 1.2 reported being sexual assault victims in 2002; in 2003, this rate rose to 1.3.
 - iii. Female officers – 0.3 reported being sexual assault victims in 2002; in 2003, this rate rose to 0.9.
 - iv. Male junior enlisted – 0.2 reported being victims of sexual assault in 2002 and 2003.
 - v. Male NCOs – less than 0.1 reported being victims of sexual assault in 2002 and 2003.
 - vi. Male officers – fewer than 0.1 reported being victims of sexual assault in 2002. In 2003, there were no reports of male officer victims.
 - b. Alleged Perpetrator Rates per 1,000 Soldiers -
 - i. Female junior enlisted – 0.1 were reported as perpetrators in 2002 and 2003.
 - ii. Female NCOs – less than 0.1 were reported as perpetrators in 2002 and 2003.

- iii. Female officers – less than 0.1 were reported as perpetrators in 2002; no female officers were reported as perpetrators in 2003.
- iv. Male junior enlisted – in 2002, 2.2 were reported as perpetrators; in 2003 this rate decreased to 1.8.
- v. Male NCOs – in 2002, 1.5 were reported as perpetrators; in 2003, this rate decreased to 1.3.
- vi. Male officers – in 2002, 0.3 were reported as perpetrators; in 2003, this rate increased to 0.4.

NOTE: Show VGT-15(Risk Factors)

- 1. The Task Force examined possible risk factors for sexual assaults including alcohol, drugs, and location. Alcohol was found to be a significant risk factor. Of the 353 cases that involved Soldier victims in 2002, the available data indicated more than half, 57%, involved alcohol. In 2003, available data indicated that the percentage decreased to 52%.
- 2. Drugs were a far less significant factor; the available data indicated that drugs were involved in only 14 cases (4%) in 2002 and 10 cases (less than 3 %) in 2003.
- 3. The largest percentage of cases that involved a Soldier victim occurred in barracks in a permanent duty environment. The training environment was the second most common environment in 2002. Sexual assault cases in the CENTCOM Theater of Operations increased from 10 in 2002 to 74 in 2003. During this time, active duty strength in the CENTCOM Theater of Operations increased from 20,284 Soldiers to 165,085 Soldiers.

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What is the most significant risk factor for sexual assault?

A: Drinking alcohol

Q: Where did the largest percentage of sexual assault occur?

A: Barracks in a permanent duty environment

Review/ Summarize Lesson

NOTE: Show VGT-16(Review)

In this topic, we identified the trends associated with sexual assault in the Army and the United States. Data analyzed by the Task Force revealed the following about sexual assault cases in the Army:

- 1. More than half of sexual assault offenses involved alcohol.
- 2. The largest percentage of sexual assault offenses occurred in barracks.
- 3. The majority of alleged victims were junior enlisted Soldiers.
- 4. The majority of alleged perpetrators were junior enlisted Soldiers or NCOs.

Transition to Next Lesson

Now that you are aware of sexual assault trends, we will look at the Chain of Command's responsibility to the Army's Sexual Assault Prevention and Response Program.

NOTE: Inform the students of the Enabling Learning Objective requirements.

D. ENABLING LEARNING OBJECTIVE

ACTION:	Identify Chain of Command responsibilities within the Army's Sexual Assault Prevention and Response Program
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Stated Chain of Command responsibilities within the Army's Sexual Assault Prevention and Response Program

1. Learning Step / Activity 1. Command Climate

Method of Instruction: Conference/Discussion
Instructor to Student Ratio: 1:16
Time of Instruction: 5 mins
Media: **VGTs 17**
References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
Security Classification: Unclassified

NOTE: Show VGT-17 The Army vs. Sexual Assault)

NOTE: This is a multiple click slide.

1. The Army's Sexual Assault Policy states that sexual assault is incompatible with the Army Values.
2. What are the Army Values? (**Click to reveal "Army Values" and the acronym, LDRSHIP.**)
 - a. Ask, "How does that degrade Army Values?"
 - b. Answer: It affects Respect, Honor, and Integrity.
3. **Click.** Sexual assault is a criminal offense. It is punishable under the Uniform Code of Military Justice (UCMJ).
4. **Click.** Sexual assault degrades mission readiness.
 - a. Ask, "How does that degrade Army Values?"
 - b. Answer: It affects Duty and Personal Courage.
 - c. Sexual assault certainly is incompatible with Army Values.
5. The Army's Sexual Assault Policy states that sexual assault is incompatible with Warrior Ethos.
6. What is Warrior Ethos? (**Click to reveal "Warrior Ethos."**)
7. Sexual assault degrades mission readiness by impacting unit cohesion.
8. **Click.** Sexual assault erodes the bond that makes Soldiers willing to die for one another.
 - a. Sexual assault is a cowardly act perpetrated by those who have given up on Army Values.
 - b. Sexual assault is an act carried out by individuals without a moral compass – quitters.
 - c. Sexual assault certainly is incompatible with Warrior Ethos.
9. The Army's Sexual Assault Policy states that sexual assault is incompatible with the Soldier's Creed.
10. What is the Soldier's Creed? (**Click to reveal "Soldier's Creed."**)
 - a. Sexual assault degrades readiness.
 - b. Sexual assault breaks down the ability to work effectively as a team.
 - c. **Click.** Sexual assault represents a lack of discipline.
 - d. **Click.** Sexual assault is a non-professional action.
 - e. Sexual assault contradicts American values.
 - f. Sexual assault certainly is incompatible with the Soldier's Creed.
11. **Click.** Sexual assault is not the Army's way! Sexual assault is incompatible with Army Values, Warrior Ethos and the Soldier's Creed" because it affects

- a. Teamwork
- b. Self discipline
- c. The mission
- d. The victim's freedom

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What basic Army principles are degraded by sexual assault?

A: Army Values, Warrior Ethos and Soldier's Creed

Q: Sexual assault affects four main elements of the Army community. What elements are affected?

A: Teamwork, self discipline, the mission, and the victim's freedom

Review/ Summarize Lesson

Sexual assault is the basis of Army Values, Warrior Ethos, and the Soldier's Creed. It destroys our culture. Sexual assault has no place in the contemporary operational environment.

Transition to Next Lesson

Now that you know what constitutes the unit culture, let's look at your chain of command responsibilities.

2. Learning Step / Activity 2. Identify Chain of Command's Responsibilities

- Method of Instruction: Conference/Discussion
- Instructor to Student Ratio: 1:16
- Time of Instruction: 5 mins
- Media: **VGTs 18-20**
- References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
 AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04
 AR 195-1, Army Criminal Investigation Program, 12 Aug 74
 AR 195-2, Criminal Investigation Activities, 30 Oct 85
- Security Classification: Unclassified

Lead-In: It is up to the leaders to make the Sexual Assault Prevention and Response Program work. As leaders we need to reinforce appropriate and values based attitudes and behaviors related to sexual assault in both verbal and non-verbal spheres of influence. The message to convey is that sexual assault can and be prevented. Leaders WILL act to support any victim should an assault occur.

NOTE: Show VGT-18 (Chain of Command's Responsibility Toward Victim)

1. You should act in a manner that helps the victim. You should be supportive, sensitive and compassionate. A supportive environment is critical since the victim may experience feelings of shame, guilt and powerlessness. Be warm and show empathy but don't be overly protective.
2. Foster a supportive environment.
 - a. Just LISTEN!
 - i. Without judgment
 - ii. Without giving advice
 - iii. Without asking 'why' questions
 - b. Repeat the message: You are not the blame!
 - c. Encourage official reporting – notify chain of command
 - d. Treat victims as injured adults, not as children. That means do not make all the decisions!

3. The next step is to take immediate action. Reports of misconduct are ordinarily referred to the alleged perpetrator's immediate command. Upon notification that a member of the command has been accused or is suspected of committing such an offense, the immediate commander uses his position to make a preliminary inquiry into the charges or suspected offenses. Rape and other serious offenses MUST be reported to CID for investigation. The Staff Judge Advocates normally assist commanders in determining the disposition of serious misconduct cases.
 - a. Army Regulation 195-1, Para. 6 (a) and (b) require that:
 - i. Criminal incidents are reported to military police. These criminal incidents include persons subject to the UCMJ, civilian employees of the DOD in connection with assigned duties and Government property under Army jurisdiction.
 - ii. All serious crimes/incidents as defined in AR 195-2 are reported to and investigated by CID.
 - b. DA Form 4833, Commander's Report of Disciplinary or Administrative Action, should be completed and submitted to the appropriate personnel. This allows the Army to maintain an accurate database that will support the Army's Sexual Assault Prevention and Response Program.
 - c. Leaders who do not report such crimes give their Soldiers the impression that those commanders are "indifferent to sexual assaults."
4. There is no anonymous reporting mechanism in the Army. An anonymous reporting mechanism would be detrimental to maintaining unit effectiveness, morale and safety. The Army must balance the need for a thorough investigation of allegations against the need for victim privacy. However, there are several confidential avenues of communication that Soldiers can use to seek assistance and guidance such as unit chaplains, legal assistance attorneys, psychotherapist, and the Army's One Source (AOS) Program.
 - a. The following illustrates the Army's need to know:

In a deployed combat environment, a commander or supervisor without knowledge of an allegation of sexual assault may unknowingly assign a victim and the alleged perpetrator to patrol in the same area or guard the same installation.
 - b. A commander needs to know in order to provide for the safety of each Soldier and to ensure mission accomplishment.
 - c. Without knowledge of a sexual assault incident and a follow-on thorough criminal investigation, commanders cannot take appropriate action to maintain unit discipline, protect the victim and prevent future sexual assaults.
5. Protect victim's confidentiality
 - a. All Soldiers must fully understand the avenues of confidential and privileged communication available and the responsibilities and limitations of each avenue.
 - b. Commanders have multiple options at their disposal to protect the victim. Existing legal options include:
 - i. Imposition of pretrial confinement or restriction on the alleged perpetrator
 - ii. Use of Military Protective Order (MPO) – DD Form 2873 – on the alleged perpetrator. The MPO is a "no contact order" that helps to ensure the safety of the victims and witnesses
 - iii. Relocation or reassignment of either the alleged perpetrator or the victim
 - 1) Temporary relocation lowers the chances of incidental contact prior to resolution of the case.
 - 2) Determine whether the victim desires relocation (transfer to another unit) to avoid subjecting the victim to double victimization that may be perceived through arbitrary transfers.
 - c. As a leader, you need to ensure the sensitive, confidential, and comprehensive treatment of the victims in order to restore their health and well-being. Your quick action will enable a thorough investigation of the sexual assault.
 - d. No one wants to be the topic of discussion within the unit or elsewhere, especially if the event is traumatic. You can provide a supportive environment by contacting ONLY those who need to know.

NOTE: Show VGT 19 (Unit Risk Factors)

Be aware of sexual assault risk factors that may impact unit readiness. During unit safety briefings, before high-risk periods, such as pre- and post-deployment, and leisure time (training holidays and holiday weekends), leaders should reiterate correct Soldier behaviors that help to prevent sexual assaults!

1. Use the buddy system – look out for each other.
2. Report inappropriate behavior immediately (both on & off duty) to chain of command.
3. Practice Army Values.
4. Never leave a fallen comrade.

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What are your actions if you became aware of a Soldier who had been sexually assaulted earlier in the evening?

A: Report the incident to chain of command; protect victims privacy, provide supportive environment

Review/ Summarize Lesson

NOTE: Show VGT 20 (Review)

During this topic, we reviewed the Army's sexual assault policy as it refers to your responsibility as leaders to your Soldiers. You need to foster a supportive environment, act immediately, get assistance for the victim, contact criminal investigators, provide confidentiality to the victim, and make the right things happen.

Transition to Next Lesson

Another aspect of providing a supportive environment is knowing what the threats are. In order to protect against sexual assault, you need to recognize the types of sexual assaults, the influencing factors and preventive actions.

E. ENABLING LEARNING OBJECTIVE

ACTION:	Identify types of sexual assault; influencing factors; effects of sexual assault on the victim, the alleged perpetrator, and the unit; and techniques used to prevent the occurrence of sexual assaults
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Defined the types of sexual assaults and influencing factors <ul style="list-style-type: none"> • Sexual assault types • Factors that influence the occurrence of sexual assaults • At least two effects of sexual assault on the victim, the alleged perpetrator, and the unit • Techniques used to prevent the occurrence of sexual assaults.

1. Learning Step / Activity 1. Types of Sexual Assault

- Method of Instruction: Conference/Discussion
- Instructor to Student Ratio: 1:16
- Time of Instruction: 10 mins
- Media: **VGTs 21-24**
- References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
Manual for Courts-Martial United States (2002 Edition)
- Security Classification: Unclassified

Lead-In: Sexual assault can take on many forms. Knowing what these forms are and being prepared to prevent them, and if committed, handle them appropriately as leaders, maintains the best climate for organizations to perform their mission.

NOTE: Show VGT-21 (Types of Sexual Assault)

1. Sexual assault includes
 - a. Rape
 - b. Forcible sodomy
 - c. Indecent assault
 - d. Carnal knowledge
2. The first type of sexual assault to be covered is rape.

NOTE: Show VGT-22 (Rape Defined)

Before discussing different types of rape, let's define the word "rape." Rape is sexual intercourse by force and without consent.

1. Article 120 of the UCMJ reads "Any person subject to this chapter who commits an act of sexual intercourse by force and without consent, is guilty of rape ..."
2. Article 120 of the UCMJ identifies four types of rape:
 - a. Physical force
 - b. Constructive force
 - c. Date/Acquaintance rape
 - d. Marital rape
3. There may be other types of rape, but these are the four on which this lesson focuses.
4. Physical force is an act of forced sexual intercourse without consent when:
 - a. The perpetrator is physically stronger than the victim.
 - b. The perpetrator overcomes the victim with bodily strength.
 - c. The victim may have physical injuries such as bruises from the force of the perpetrator.
5. Constructive force is the use of threats, intimidation or the abuse of authority, which can cause the victim to believe that death or injury would occur if he or she resists.

Example of constructive force: The perpetrator has a gun or knife and threatens to kill the victim if he/she resists.
6. Date/Acquaintance rape is an attack by someone the victim knows.
 - a. Date/Acquaintance Rape accounts for 60 to 80% of all rapes.
 - b. This type of rape is the most unreported.
 - c. Often the victim assumes blame or is embarrassed to report the incident.
7. Marital rape is intercourse by the victim's spouse without consent.
 - a. Some people who are drunk or high get mean – you all probably know someone like that – it could be an uncle or someone your family talked about when you were growing up. These individuals may tend to pick fights when they're drunk. When they're sober, they're as nice as can be. Unfortunately, there are soldiers who get mean and take it out on their spouses.
 - b. **Scenario:** A Soldier goes home drunk after a night out with his buddies. He comes in and trips on something on the floor – say a kid's toy. Something that simple sets him off and he goes into a rage. He wakes up his wife to complain about the toy on the floor and ends up raping her. When he sobers up the next day, he doesn't remember a thing.

NOTE: Show VGT-23 (Other Types of Sexual Assault)

NOTE: Instructor should define carnal knowledge for the state or location where training is being conducted.

So far we've looked at one type of sexual assault, rape. Now let's look at the remaining types of sexual assault.

1. Forcible sodomy is oral or anal sex forced upon a person without his or her consent.
2. Indecent assault is any non-consensual touching done with the intent to gratify lust or sexual desires. This includes same gender sexual assault.

Examples of indecent assault: fondling a woman's breasts or touching genital area.

3. Carnal knowledge is sex with a minor. In most states, a minor is anyone under the age of 16.
 - a. There is a perception of young teenagers being sexually active. Consensual sex with a minor is still illegal!
 - b. You will be prosecuted for having sex with a minor, even if it was consensual.

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: A Soldier puts drugs in a female's drink at a bar, takes her for a ride in his car, and convinces her to perform oral sex on him. This is an example of what type of sexual assault?

A: Forcible sodomy

Q: A Soldier has consensual sex off base with a minor. This is an example of what type of sexual assault?

A: Carnal knowledge

Q: A wife is beaten and raped by her husband. This is an example of what type of sexual assault?

A: Marital rape

Q: Two male Soldiers and one female Soldier attend a ball game together. After the game, they go out drinking. They return to the barracks. When one of the males leaves the room, the female and remaining male Soldier have consensual sexual relations. When this Soldier leaves the room, the other male returns. The room is dark and he starts kissing and caressing the female, leading toward sexual intimacy. She realizes that her partner is a different male and insists on stopping the act, but the second male continues. This is an example of what type of sexual assault?

A: Date/Acquaintance rape

**Review/
Summarize
Lesson**

NOTE: Show VGT-24 (Review)

1. In this topic, we identified the types of sexual assault to include:
 - a. Rape
 - b. Forcible sodomy
 - c. Indecent assault
 - d. Carnal knowledge
2. In this topic, we also defined rape to include:
 - a. Physical force
 - b. Constructive force
 - c. Date/Acquaintance rape
 - d. Marital rape

Transition to Next Lesson Now that we have identified the types of sexual assaults, let's look at the effects sexual assault has on our community, individually and collectively.

2. Learning Step / Activity 2. Adverse Effects

Method of Instruction: Conference/Discussion
Instructor to Student Ratio: 1:16
Time of Instruction: 15 mins
Media: **VGTs 25-27**
References: AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04
Security Classification: Unclassified

Lead-in: Sexual assault is a traumatic event which can lead to emotional distress, self destructive behavior, interpersonal problems and behavioral disorders. Sexual assault is not tolerated in the Army. A Soldier who has been sexually assaulted may experience short and/or long-term effects. Moreover, sexual assault breaks down the cohesive unit, degrading mission readiness.

The Army Policy on Sexual Assault Memorandum, dated 7 Apr 04, is the guidance for dealing with sexual assaults. It states:

- a. Sexual assault is a crime
- b. Has devastating and often lasting impact on the victim
- c. Sexual assault has no place in the Army...we're a values-based organization; we take care of our fellow Soldiers...and treat all Soldiers with dignity and respect.

Thus Army Policy on Sexual Assault provides for:

- a. Awareness and education to prevent sexual assault
- b. Sensitive care for sexual assault victims
- c. Aggressive, timely, and thorough investigation of all reported sexual assaults and
- d. Accountability for those who commit these crimes

NOTE: Show VGT-25 (Sexual Assault Effects)

1. Sexual assault victims experience trauma both physically and emotionally. The emotional trauma can be more harmful than the actual physical assault. Some of the emotional and behavioral effects on the victim include
 - a. Anxiety
 - i. Most common, most debilitating
 - ii. Life feels out of control
 - iii. Sense of impending unfavorable events
 - b. Powerlessness
 - i. Forced to participate against will
 - ii. Feeling continues after assault
 - c. Perseverance
 - i. Intrusive memories of event; bad dreams
 - ii. Some sights, smells may now elicit fear
 - d. Disorganization
 - i. Frustrating inability to concentrate on important tasks
 - ii. Compounds sense of control loss
 - e. Self-blame

- i. Guilt over inability to prevent attack
 - ii. Shame over acts forced to perform
 - f. Distorted self-image
 - i. Feels “dirty”
 - ii. Generalized devaluation of self
 - iii. Exaggerated sense of vulnerability
 - g. Depression is a very common reaction. The attack rips away all feeling of security and safety. It is, in a very real sense, extremely depressing to acknowledge that your safety can be so easily violated. Self-mutilation, or cutting oneself, is common. The following are all symptoms of post-traumatic stress disorder:
 - i. Suicidal thoughts
 - ii. No interest in previously enjoyed activities
 - iii. Frequent crying
 - iv. Fatigue
 - v. Emotional, dazed, numb, detached
 - vi. Sense of hopelessness
 - vii. Sleep pattern disturbance
 - 1) Unable to fall asleep
 - 2) Wakes up, can't go back to sleep
 - 3) Screaming, crying out while sleeping
 - h. Withdrawal - Victims may avoid conversation with their friends because they think the conversation is embarrassing. In addition, if a dozen friends ask what happened, the victim will feel obligated to repeat the same painful details twelve separate times. Re-telling the assault may progressively deepen the suffering.
 - i. Emotionally pulls away from close friend which prevents discussing embarrassing details
 - ii. Understandable loss of libido; Long-term sexual dysfunction not uncommon
 - iii. Further constricts range of activities
 - i. Individual reactions vary widely
 - i. Victim may smile, seem unfazed, calm
 - ii. Other often regrettably misinterpreted emotional reactions:
 - 1) Assault didn't affect victim significantly
 - 2) Assault didn't really occur
 - iii. Emotional impact may simply be delayed, most common when victim knows assailant. A common misconception assumes the victim is making up the story because the victim appears emotionally unaffected by the event.
- 2. Just like the many types of emotional trauma a victim may experience, physical trauma can have an adverse effect on the victim. Let's look at the types of physical trauma the victim may experience after a sexual assault.
 - a. Physical trauma includes:
 - i. General soreness
 - ii. Bruising from assault
 - 1) Specific to areas injured
 - 2) Appearance may be delayed
 - b. Skeletal muscle tension includes:

- i. Headaches
 - ii. Back pain
 - iii. Fatigue
 - iv. Sleep pattern disturbance
 - c. Gastrointestinal issues include:
 - i. Stomach pains
 - ii. Diarrhea
 - iii. Nausea - especially if anti-pregnancy medicine is given
 - d. Eating pattern disturbances include:
 - i. Appetite decrease
 - ii. Complaints of food not “tasting right”
 - iii. Overeating
 - e. Genitourinary is defined in Merriam-Webster as, “of or relating to the genital and urinary organs or functions.” Genitourinary issues include:
 - i. Pelvic pain
 - ii. Vaginal discharge
 - iii. Assault-induced infection, such as an STD
 - iv. Pregnancy
3. Sexual assault not only affects the victim, but may also affect the unit and the perpetrator. Such effects include:
- a. Combat readiness suffers
 - b. Unit cohesion and teamwork are destroyed
 - c. Possible physical injury
 - d. Possible disease/infection

NOTE: Show VGT-26 (Victim Responses to Being Assaulted)

Victims often recall the event and say, “If I would have only just...not gone into that room...not smiled at him when I first met him... Victims will often shower repeatedly, douche, brush their teeth or gargle because they feel dirty and want to feel clean. This is especially troubling if they wash before reporting the assault, as much forensic evidence goes, literally, down the drain. Smoking, eating, urinating, defecating, inserting or removing a tampon, vomiting, wiping or cleaning the genital area, chewing gum, taking medications or even hair combing can destroy critical evidence. Ideally, victims should report to the emergency room in the same clothes they were attacked in, and disrobe there for the first time while standing on a large sheet of paper to collect every last bit of forensic evidence.

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let’s review what we’ve covered so far.

NOTE: Read the question.

Q: Can you list the adverse effects the victim may feel after a sexual assault incident?

A: Anxiety, powerlessness, intrusive memories of the event, loss of concentration, distorted self-image, depressed, suicidal thoughts, withdrawal from normal activities and friends, as well as calmness.

Q: How does sexual assault affect the perpetrator?

A: Arrested, punished under UCMJ, contracts sexually transmitted disease, and is injured.

Q: How does sexual assault affect the unit?

A: Unit cohesion and team work destroyed, combat readiness suffers and Army Values are violated as

well.

**Review/
Summarize
Lesson**

NOTE: Show VGT-27 (Review)

Sexual assault can have numerous adverse effects. In this topic you learned about the emotional and physical effects on the victim, the unit and the subject as well as the climate in which we perform our duties. We examined the physical and mental conditions that accompany the assault, as well as, the numerous victim reactions.

**Transition to
Next Lesson**

Sexual assaults definitely affect the Army community in an adverse manner. Are there techniques that the chain of command can encourage that would lessen the occurrence of sexual assaults?

3. Learning Step / Activity 3. Sexual Assault Prevention Techniques

Method of Instruction: Conference/Discussion

Instructor to Student Ratio: 1:16

Time of Instruction: 10 mins

Media: **VGTs 28-30**

References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04
Hooah4health.com

T342 / Cultural Awareness Considerations, 1 Oct 04

Security Classification: Unclassified

Lead-In: Although it may not be possible to guarantee 100% protection against sexual assault, there are measures that the chain of command can take to help prevent it. While we cover these techniques, think about how they compare to your habits and routines. Are there changes that you can make in your lifestyle or daily routines that can help prevent such a devastating attack? Individual Soldiers and the Army community need to work hand-in-hand to build the best contemporary operational environment that excludes sexual assault. To accomplish this task, the chain of command leads by implementing the Sexual Assault Prevention and Response program that will help Soldiers from becoming victims. Let's look at some messages that need to be relayed to the Soldiers.

NOTE: Show VGT-28 (Sexual Assault Prevention)

Sexual assault prevention can be addressed in three easy steps.

1. Step 1: Avoid alcohol and other drugs. In military sexual assault cases, over 50% involve the use of drugs and/or alcohol. Alcohol and other drugs can cloud Soldiers' judgment and impair their ability to respond quickly to the situation. One message to communicate is: If you drink, never leave it unattended. There are many "date rape" drugs being used today that perpetrators slip into their victim's drink to make them incoherent and unable to fight off an assault. Rohypnol and GHB are the most common of these "date rape" drugs.
2. Step 2: Rely on your instincts and be watchful. Sexual assault, including rape, can happen to anyone. Remember, dark alleys are not the only places where rapes occur. New people and new places can be risky. Use the buddy system. Spend time with someone new while you are with a group of people, before being alone with him or her. Trust your own judgment and intuition.
3. Step 3: Establish and maintain your limits. Don't be afraid of hurting someone's feelings if you have any doubts about your safety. If someone makes unwanted and inappropriate sexual advances, say "NO" loudly, forcefully and frequently.

NOTE: Show VGT-29 (Remember A.S.A.P.)

NOTE: Explain to the students that A.S.A.P. is an easy to remember acronym to remind Soldiers what to do to help prevent sexual assault. The remainder of this topic discusses each letter of the acronym in detail.

The chain of command can augment these preventive steps through the use of an acronym reminder, A.S.A.P.

1. Be Aware - Watch for signs that trouble may be coming. For example:
 - a. The other person won't stop when you say "NO".

- b. He or she threatens to hurt you.
 - c. He or she physically restrains you.
 - d. The person uses, or threatens to use, a weapon.
 - e. He or she tries to have sex with you when you are too drunk to say "NO".
 - f. The person suggests something bad may happen to you if you don't give in.
2. Be Safe
- a. Walk in lighted areas after dark.
 - b. If you feel you may be getting into an uncomfortable situation, get to a safe place as soon as possible.
 - c. Don't drink or use drugs.
 - d. If you do drink, never leave your drink unattended.
 - e. Be careful if anyone in a car asks you for directions. If you answer, keep your distance from the car.
 - f. Have your key ready before you reach the door of your home, barracks, car, or office.
3. Be Assertive
- a. If someone is pressuring you to have sex and you don't want to, say "NO" clearly.
 - b. Move away from the person while saying "NO."
 - c. If the person does not listen, say, "Stop! You are raping me!"
 - d. Try to escape. If there are people nearby, make a lot of noise.
 - e. If necessary, fight back, but **ONLY** if you feel you can do so without putting yourself at greater risk.
4. Be Prepared
- a. When on a date, drive yourself or bring enough money for taxi fare.
 - b. Know where a phone is and have the required change if using a pay phone.
 - c. Communicate your sexual limits early and clearly.
 - d. Don't be afraid of hurting the other person's feelings.
 - e. Know your environment. Different settings have different risks. There may be higher risks associated when stationed in different countries with different cultures. Learn the cultures and know the associated risks.

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What are the three basic messages that protect the Army community from sexual assaults that the chain of command needs to communicate?

A: Avoid the use of alcohol and drugs; rely on your instincts and be watchful; and establish and maintain your limits.

Review/ Summarize Lesson

NOTE: Show VGT-30 (Review)

Remember that preventing techniques can help reduce the risk of someone sexually assaulting your Soldiers.

- 1. Avoid alcohol and other drugs.
- 2. Rely on your instincts and be watchful.
- 3. Establish and maintain your limits.

4. Remember to be aware, safe, assertive, and prepared.
5. Remember that you always have the right to say "NO".

Transition to Next Lesson Now that you know how to foster a safer community, we should look at the rights of the victims, alleged perpetrators, and perpetrators.

F. ENABLING LEARNING OBJECTIVE

ACTION:	Identify rights of victim and alleged perpetrator
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Stated rights of victim and alleged perpetrator

1. Learning Step / Activity 1. Rights of Victim and Alleged Perpetrator

Method of Instruction: Conference/Discussion
 Instructor to Student Ratio: 1:16
 Time of Instruction: 10 mins
 Media: **VGTs 31-35**
 References: AR 27-10, Military Justice, 6 Sep 02
 Manual for Courts-Martial United States (2002 Edition)
 DODD 1030.1, Victim and Witness Assistance, 13 Apr 2004
 Security Classification: Unclassified

Lead-In: Until recently, the protection of offenders' rights took precedence over those of the innocent victims of crime.

NOTE: Instructors should inform students that SH-4 (Rights of the Victim), which will be provided at the conclusion of this lesson.

NOTE: Show VGT-31 (Rights of the Victim)

1. A victim has the following rights according to AR 27-10, Section 18-10.
 To ensure the fair and sensitive handling of all sexual assault cases, personnel at every level of victim assistance working with sexual assault victims shall, where possible, ensure the following rights are maintained:
 - a. The right to be treated with fairness, dignity, and a respect for privacy.
 - b. The right to be reasonably protected from the accused offender.
 - c. The right to be notified of court proceedings.
 - d. The right to be present at all public court proceedings related to the offense, unless the court determines that testimony by the victim would be materially affected if the victim heard other testimony at trial, or for other good cause.
 - e. The right to confer with legal counsel.
 - f. The right to information regarding conviction, sentencing, imprisonment, and release of the offender from custody.
2. The Army will put forth its best effort to accommodate victims with these rights while maintaining good order and discipline.
3. Remember, privacy is a victim's right. Keep all information confidential. The victim has the right NOT to discuss the incident with anyone!

NOTE: Show VGT-32 (Protection of Victims and Witnesses)

1. The Staff Judge Advocate (SJA) ensures that victims and witnesses are advised that their interests are protected by administrative and criminal sanctions.
2. In cases where the life, well-being, or safety of a victim or witness is jeopardized by his or her participation in the criminal investigation or prosecution process, the SJA will ensure that appropriate law enforcement agencies are immediately notified.

3. At courts-martial and investigative proceedings, victims and Government witnesses are given the opportunity to wait in an area separate from the accused or defense witnesses to avoid embarrassment, coercion, or similar emotional distress.
4. A Victim/Witness Liaison may act as an intermediary between a witness and representatives of the Government and the defense for the purpose of arranging witness interviews in preparation for trial.

NOTE: Show VGT-33 (Rights of the Alleged Perpetrator)

1. Military personnel who are alleged to have committed a sexual assault offense may be subject to trial, and if found guilty, punishment by courts-martial. Additionally, such military personnel are subject to being processed for administrative separation.
2. Sexual assault is a criminal act incompatible with the Army's core values, high standards of professionalism, and personal discipline.
3. Like the victim, the alleged perpetrator has certain rights, which include
 - a. A right to legal counsel
 - b. The assumption of innocence until proven guilty, a fundamental principle in the United States legal system
 - c. A right to a fair trial
4. Remember, privacy is the alleged perpetrator's right. Keep all information confidential.
5. The alleged perpetrator should be protected from false allegations.

NOTE: Show VGT-34 (False Reporting)

1. False reporting of any crime, including sexual offenses, can be a violation under the UCMJ. A false reporting may include a false official statement and or a false sworn statement.
2. A false official statement requires that the person making the statement knows that the statement is false at the time the statement was made, is made in the line of duty (e.g., made to military police authorities or someone in the chain of command) and is given either orally or written.
3. False swearing only requires that the person making the statement knows that the statement is false. It may be oral or written, but requires that the statement be made under oath.

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What are the rights of the victim?

A: To be treated with fairness and respect; to be protected from the alleged perpetrator; to be notified of court proceedings; to be present at all court proceedings related to the offense; to confer with trial counsel and the Staff Judge Advocate; and to information about the conviction, sentencing, imprisonment, and release of the offender/perpetrator.

Q: What are the rights of the alleged perpetrator?

A: To be assumed innocent until proved guilty; a fair trial; the right to confer with legal counsel; and to privacy.

Review/ Summarize Lesson

NOTE: Show VGT-35 (Review)

In this topic, you learned about the rights of the victim and the alleged perpetrator. Victim's rights are very important not only in the Army, but also in the United States legal system. Until recently, the alleged perpetrator's rights were regarded more important than the victim's rights. Falsely reporting a sexual assault is a crime as well.

Transition to Next Lesson The rights of the victim and alleged perpetrator are important concepts. As a Soldier in today's Army, you have the responsibility to support the Army's Sexual Assault Prevention and Response Program. Let's look at these individual responsibilities.

G. ENABLING LEARNING OBJECTIVE

ACTION:	Identify Soldier's responsibility within the Army's Sexual Assault Prevention and Response Program
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Selected the correct behaviors

1. Learning Step / Activity 1. Identify Soldier's Responsibility

Method of Instruction: Conference/Discussion
 Instructor to Student Ratio: 1:16
 Time of Instruction: 10 mins
 Media: **VGTs 36-39**
 References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
 AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04
 Security Classification: Unclassified

Lead-In: Your response to sexual assault events affects the climate under which you and your Soldiers live and operate. The Army's Sexual Assault Policy states that all victims of sexual assault will be treated with dignity, fairness and respect. Each incident will be treated seriously and all information will be kept confidential. So how do you, as an individual Soldier, act when you witness or become aware of a sexual assault?

NOTE: Show VGT-36 (Warrior's Responsibility Toward Victim)

1. Give support
 - a. You should act in a manner that helps the victim. You should be supportive, sensitive, and compassionate. Be warm and show empathy but don't be overly protective.
 - b. Whether the victim is a friend or battle buddy, these are good guidelines to follow:
 - i. Just LISTEN!
 - 1) Without judgment
 - 2) Without giving advice
 - 3) Without asking 'why' questions
 - ii. Repeat the message: You are not the blame!
 - iii. Encourage official reporting – notify chain of command
 - iv. Treat the victims as injured adults, not as children. That means don't make all the decisions!
2. Get assistance
 - a. The next step is getting assistance. As a supportive Warrior, you should never leave the victim alone!

NOTE: Solicit the students to provide suggestions by asking the question, "How would you get assistance?"
 - b. Here are some of the resources that are available to you: emergency medical facilities, law enforcement (military or civilian), unit chaplains, civilian agencies, hotlines, and family/friends. Additional information will follow in the resources topic.
3. Protect victim's confidentiality

No one wants to be the topic of discussion within the unit or elsewhere, especially if the event is traumatic. You can continue to provide support by speaking only to those who need to know. Do not bother the victim for details. Just LISTEN. Use your ears not your mouth!

NOTE: Show VGT-37 (Individual Warrior's Responsibilities)

You have two roles, leader and warrior. Your actions are watched and observed! So how do you project both images successfully and support the Sexual Assault Prevention and Response Program?

1. Reinforce value based attitudes/behaviors
 - a. Avoid the use of alcohol and other drugs.
 - b. Rely on your instincts and be watchful.
 - c. Establish and maintain your limits.
2. Practice appropriate verbal/non-verbal influences
 - a. Use the buddy system – look out for each other.
 - b. Report inappropriate behavior immediately (both on & off duty) to chain of command.
 - c. Practice Army Values.
3. Support the victim

NOTE: Show VGT-38 (Victim Actions)

Statistically you are at risk of being a victim of sexual assault. The proper victim actions are to:

1. Go to a safe place.
2. Contact the authorities.
3. Do not destroy evidence by “cleaning up.”
4. Seek assistance from a fellow Warrior or appropriate authorities.

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let’s review what we’ve covered so far.

NOTE: Read the question.

Q: As an individual Soldier who is made aware of a sexual assault, what actions should you perform?

A: Support the victim, get assistance, contact chain of command, protect victim’s privacy/confidentiality

Q: As a member of the chain of command who is made aware of a sexual assault, what actions should you perform?

A: Foster a supportive environment, act by reporting to appropriate authorities, MP or CID, notify chain of command, protect victim’s privacy/confidentiality, begin paper trail by completing appropriate forms, and safe-guard the victim and unit mission

Review/ Summarize Lesson

NOTE: Show VGT-39 (Review)

In this topic, you learned about your responsibilities as a leader and as an individual soldier. You have to practice what you preach by being a role model – give support to the victim, notify the chain of command, get assistance by acting quickly, and protect the victim’s privacy. You have to behave in a manner that exemplifies the behaviors that prevent sexual assaults – use the buddy system; avoid alcohol and drug usage; trust your instincts and are watchful for situations that test the boundaries of your established limits; and project an image that supports the Army’s Sexual Assault Prevention And Response Program. Lastly you must support the victim and if you happen to be the victim (worse case scenario), you go to a safe place, contact authorities, avoid destroying evidence by cleaning up, and seek assistance from others. Remember, actions speak louder than words.

Transition to Next Lesson

We have reviewed your responsibilities as a member of the chain of command and as an individual Soldier as they refer to victims of sexual assault. Now we will look at the formal reporting procedures that apply to sexual assault cases.

H. ENABLING LEARNING OBJECTIVE

ACTION:	Identify procedures for timely reporting of sexual assault
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Stated the sexual assault reporting procedure

1. Learning Step / Activity 1. Procedures for Reporting Sexual Assault

Method of Instruction: Conference/Discussion

Instructor to Student Ratio: 1:16

Time of Instruction: 10 mins

Media: **VGts 40-46**

References: The Acting Secretary of the Army's Task Force Report on Sexual Assault Policies, 27 May 04
Army Policy on Sexual Assault Memorandum
AR 195-1, Army Criminal Investigation Program, 12 Aug 74
AR 195-2, Criminal Investigation Activities, 30 Oct 85
AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04

Security Classification: Unclassified

Lead-In: Reporting sexual assaults is more than just trying to get justice for the victim. Sexual assault discrimination, drug and alcohol abuse, and other similar behaviors are barriers to good order, discipline, and unit readiness. In order to prevent sexual assaults, the Army needs to know who, what, where, when, and how. The Army needs to know what is working and what isn't. The Army needs to eliminate the climate that hinders reporting. This topic addresses this issue and defines reporting procedures.

NOTE: Show VGT-40 (Report Crimes Immediately)

1. Let's look at who to report to, what to report, as well as why sexual assaults should be reported. You should not have to be reminded that sexual assault should be reported immediately. Sexual assault is a crime! The assault can be reported by the victim (best case) or by a friend, acquaintance, family member, or fellow Warrior.
2. Report the sexual assault to the chain of command. Communities and units do not want predators in their midst.

NOTE: Show VGT-41 (Information to Report)

The quickness of your report will aid in the apprehension of the alleged perpetrator and enhance the investigation of the alleged assault. The following information should be provided:

1. Date, time, and location of incident
2. Name of individual making report and relationship to incident (if not victim, friend, spouse or family member)
3. Victim's name and location
4. Victim's injuries and medical needs
5. Who, if anyone, is there to assist the victim
6. Identity and/or description of the alleged perpetrator
7. Location of alleged perpetrator (if known)

NOTE: Show VGT-42 (Privileged & Confidential Avenues)

1. There is no anonymous reporting mechanism in the Army. An anonymous reporting mechanism would be detrimental to maintaining unit effectiveness, morale and safety. The Army must balance the need for a thorough investigation of allegations against the need for victim privacy.
2. There are several privileged and confidential communication avenues that exist for Soldiers seeking assistance and guidance. Existing avenues include unit chaplains, legal assistance attorneys, medical personnel, and the Army's One Source Program.
3. Each of these avenues has different responsibilities and limitations.

NOTE: Show VGT-43 (Reasons to Report Sexual Assault)

1. Sexual assault is a serious crime, a crime punishable under the Uniform Code of Military Justice, as well as federal and state laws. The Acting Secretary of the Army and the Chief of Staff of the Army provided us with a memo that states, "Sexual assault is a crime that cannot and will not be tolerated in the United States Army. It has a devastating and often lasting impact on the victim, a fellow Soldier. Moreover, sexual assault tears at the moral fiber of our unit formation, degrading our readiness. Sexual assault has no place in the Army . . . we're a values based organization; we take care of our fellow Soldiers . . . and treat all Soldiers with dignity and respect."
2. Reporting is the right thing to do!

NOTE: Show VGT-44 (Consequences of Not Reporting)

1. There are many consequences of not reporting! Some are very obvious; some are not. Sexual assault is inconsistent with the Army Values, Warrior Ethos and the Soldier's Creed.
2. Some real consequences of not reporting include the:
 - a. Inability of authorities to conduct a timely and thorough investigation
 - b. Inability of chain of command to
 - i. Appropriately care for victims
 - ii. Discipline perpetrators
 - c. Possibility that perpetrator may assault others
 - d. Risk of sexually transmitted diseases

NOTE: Instructors should inform students that the SH-5 (Sexual Behaviors Subject to UCMJ Actions), which will be provided at the conclusion of this lesson.

NOTE: Show VGT-45 (Legal Sanctions)

1. Sexual assault is punishable under different articles of the UCMJ. Depending on the actual sexual assault committed, punishments range from confinement to legal or administrative actions.
2. According to AR 195-1 paragraph 6, "Criminal incidents in the Army will be reported to military police.... Serious crimes and incidents as defined by AR 195-2 will be reported and investigated by CID personnel." UCMJ articles 120, Rape or carnal knowledge; 125, Sodomy; and 134, Indecent acts with another, fall under the CID investigative responsibility. Sexual assaults may be associated with other serious crimes but the listed articles focus only on sexual assault crimes.
3. Remember, sexual assault is a violation of Army Values, contradicts Warrior Ethos and is contrary to the Soldier's Creed.
4. Sexual assault has NO place in our Army!

NOTE: Are there any questions about the material covered?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let's review what we've covered so far.

NOTE: Read the question.

Q: What are the consequences of not reporting sexual assault?

A: Inability of authorities to conduct a timely and thorough investigation; inability of chain of command to appropriately care for victims and discipline perpetrators; possibility that perpetrator may assault others; risk of sexually-transmitted diseases; and is inconsistent with the Army Values, Warrior Ethos and Soldier's Creed.

Q: What are the punishments for those convicted of sexual assault crimes?

A: Confinement, legal or administrative actions

Review/

NOTE: Show VGT-46 (Review)

- Summarize Lesson**
1. During this topic, we looked at reporting – reasons why to report, avenues of confidentiality and the consequences of not reporting.
 2. Reporting should occur as soon as possible to provide assistance to the victim, to apprehend the alleged perpetrator, to gather evidence for the investigation and to maintain the unit cohesiveness.

Transition to Next Lesson We have discussed the proper reporting procedures and identified what information to report. Now we will look at the resources that are available to victims and their families.

I. ENABLING LEARNING OBJECTIVE

ACTION:	Identify resources for victims of sexual assault
CONDITIONS:	In a classroom environment with facilitated group discussions or scenarios
STANDARDS:	Selected resources for victims of sexual assault

1. Learning Step / Activity 1. Resources for Victims

- Method of Instruction: Conference/Discussion
- Instructor to Student Ratio: 1:16
- Time of Instruction: 10 mins
- Media: **VGTs 47-49**
- References: The Acting Secretary of the Army’s Task Force Report on Sexual Assault Policies, 27 May 04
AMEDD Officer Leadership Training, 081-PS-SA-1 / Sexual Assault, 21 Apr 04
- Security Classification: Unclassified

Lead-In: The effects of sexual assault on victims can be tremendous. Sexual assault victims need qualified help immediately. Many people hear about various resources available to victims but pay little attention thinking that something like that will never happen to them. It doesn’t matter who you are, what sex you are, how old you are, what you look like, where you work, what rank you are, or how you dress; you are a potential victim for sexual assault. Hopefully it will never happen to you, but if it does, it’s not only important to know that help is available, but it’s also important to know where to find it. Even if you are fortunate enough to never be a sexual assault victim, it might happen to one of your closest friends. You can be of great assistance to your friend or fellow Soldier with the information you are about to learn.

NOTE: Instructors should inform students that SH-6 (Resources for Sexual Assault Victims) contains contact information for resources and will be provided at the conclusion of this lesson.

NOTE: Show VGT-47 (Available Resources)

Resources available to sexual assault victims exist at the local level. In addition, both military and civilian resources are available to military personnel and their families. You must know what resources are available to protect yourself or help your fellow Soldiers. The following resources are available for victims:

1. Chain of command
2. Medical or local civilian medical facilities – provide prompt medical care (e.g., evaluation, care of victim, evidence collection, forensics support, and initial and follow-up mental health counseling).
3. Staff Judge Advocate (SJA) – appoints Victim/Witness Liaison to help victims and witnesses with the court-marital process.
4. Army Community Services (ACS) – provide a victim advocate for victims where a family member is the alleged perpetrator.
5. Unit Chaplain – provides counseling and spiritual care services.
6. Military Police – can get the investigative process started and refer you to additional resources.
7. Local or State Police – should be contacted if the incident happened off post or if the alleged perpetrator is a civilian.
8. Call 911 -
 - a. To be used in an emergency.

- b. Usually the quickest, easiest way to get the appropriate help.

NOTE: Show VGT-48 (Available Resources cont.)

1. Army One Source (AOS) – designed to help Soldiers and their families deal with life’s issues.
 - a. Provides confidential assistance to sexual assault victims
 - b. Available 24 hours a day, 7 days a week
 - c. Available to active and mobilized Reserve Component (RC) Soldiers, deployed civilians, and their families worldwide
 - d. Call 1-800-464-8107 (CONUS)
2. DOD Sexual Assault Hotline
 - a. Supplements AOS with providing confidential assistance to sexual assault victims
 - b. 9 a.m. to 9 p.m. EST, Monday through Friday
 - c. Available to active and mobilized Reserve Component (RC) Soldiers, deployed civilians, and their families worldwide
 - d. Call 1-800-497-6261

NOTE: Are there any questions on the material covered before we continue?

Check on Learning

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

Let’s review what we’ve covered so far.

NOTE: Read the question.

Q: Which resource for sexual assault is available 24 hours a day, 7 days a week?

A: Army One Source (AOS)

Q: What’s usually the quickest, easiest way to get the appropriate help in the case of an emergency?

A: Call 911

**Review/
Summarize
Lesson**

Summarize the learning activity.

NOTE: Instructors should inform students that there is a tip card, SH-7 (Sexual Assault Tip Card), which will be provided at the conclusion of this lesson.

NOTE: : Distribute SH-8 (Sexual Assault Scenarios)

NOTE: Show VGT-49 (Review)

The resources available to a sexual assault victim are:

1. Chain of command
2. Medical facilities
3. Staff Judge Advocate (SJA)
4. Army Community Services (ACS)
5. Unit Chaplain
6. Military Police
7. Criminal Investigation Division (CID)
8. Local or State Police
9. Army One Source (AOS)
10. Hotline

**Transition to
Next Lesson**

This concludes the basic elements of the Army's Sexual Assault Prevention and Response Training. Let's review the main points of this program.

SECTION IV. SUMMARY

Method of Instruction: <u>Conference/Discussion</u>
Instructor to Student Ratio is: <u>1:16</u>
Time of Instruction: <u>5 mins</u>
Media: <u>VGT 50</u>
References: <u>Army Policy on Sexual Assault Memorandum, 7 Apr 04</u>
Security Classification: <u>Unclassified</u>

Check on Learning

Determine if the students have learned the material presented by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.

Let's review what we've covered so far.

NOTE: Read the question. .

Q: Physical Force, Constructive Force, Date/Acquaintance Rape, and Marital Rape are types of which sexual assault?

A: Rape

Q: Whose responsibility is it to report a sexual assault incident?

A: Victim, friend, fellow warrior, or witness

Q: What does the Army's Sexual Assault Policy say?

A: Sexual assault is a crime. Sexual assault has a devastating and often lasting impact on the victim. Sexual assault has no place in the Army. Sexual assault tears at the moral fiber of our unit formation thus degrading our readiness. The Army will use awareness and education to prevent sexual assault; provide sensitive care to victims; hold those who commit such acts accountable. Victims will be treated with dignity, fairness and respect. Victims will be provided with medical care, counseling and assistance.

NOTE: Student is not expected to state this verbatim but should be able to recall the high points of the policy.

Review / Summarize Lesson

NOTE: Show VGT-50 (Terminal Learning Objective)

In this lesson, we discussed how to implement the Army's Sexual Assault Prevention and Response Program. We defined the Army's Sexual Assault Policy; discussed Army Values; discussed sexual assault definitions and trends; identified the chain of command's responsibility within the Army's Sexual Assault Prevention and Response Program; identified types of sexual assaults, effects and preventive techniques; identified rights of victim and alleged perpetrator; identified individual Soldier responsibilities as witness or victim; identified procedures for timely reporting of sexual assault; and identified resources for victims of sexual assault. Sexual assault has no place in the Army and will not be tolerated. You should now know how to report an assault and the resources available to sexual assault victims.

SECTION V. STUDENT EVALUATION

**Testing
Requirements**

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

During this course you will take a 25-question examination. The examination will include questions on the ELOs and TLO from this lesson. You must correctly answer 18 questions or more to receive a GO.

**Feedback
Requirements**

NOTE: Feedback is essential to effective learning. Schedule and provide feedback on the evaluation and any information to help answer students' questions about the test. Provide remedial training as needed.

Appendix A - Viewgraph Masters

VIEWGRAPHS FOR LESSON #: version #

Terminal Learning Objective

VGT-#, Title

Multi Media Attached! [Click here](#) and then press F9 to view.

Appendix B - Test(s) and Test Solution(s)

Appendix C - Practical Exercises and Solutions (N/A)

Appendix D - Student Handouts

Student Handout # 1

Army Policy on Sexual Assault Memorandum

DEPARTMENT OF THE ARMY
WASHINGTON DC 20310-0200

7 April 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Policy on Sexual Assault

Sexual assault is a crime that cannot and will not be tolerated in the United States Army. It has a devastating and often lasting impact on the victim, a fellow Soldier. Moreover, sexual assault tears at the moral fiber of our unit formation, degrading our readiness. Sexual assault has no place in the Army . . . we're a values based organization; we take care of our fellow Soldiers . . . and treat all Soldiers with dignity and respect.

Army policy promotes awareness and education to prevent sexual assault; sensitive care for sexual assault victims; aggressive, timely, and thorough investigation of all reported sexual assaults; and accountability for those who commit these crimes. Further, we demand and expect that leaders at every level will create and promote a positive command climate in which victims have the confidence in the Chain of Command and criminal investigators to report these crimes immediately. Additionally, leaders must ensure that Soldiers and other members of the Army community treat sexual assault victims with dignity, fairness, and respect for their privacy. The Army has existing medical and legal policies and programs to assist leaders. Use these resources to provide victims with immediate medical care, follow-up counseling, and seamless victim assistance.

Bottom line: this is a leadership and chain of command issue. Let's make the right things happen.

PETER J. SCHOOMAKER
General, US Army
Chief of Staff

R. L. Brownlee
Acting Secretary of the Army

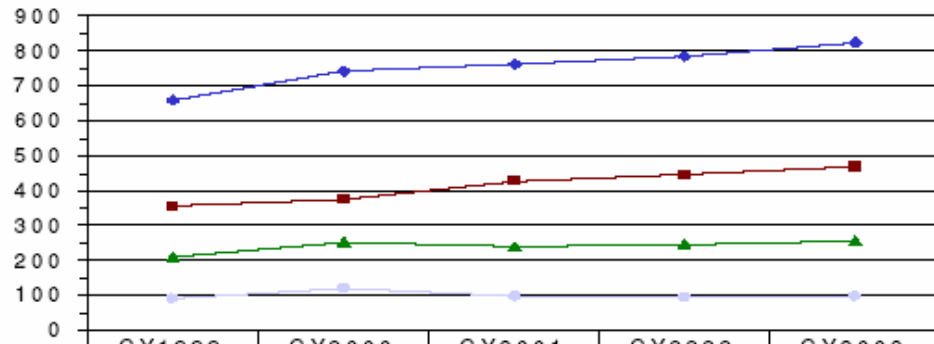
Student Handout # 2

Sexual Assault Terms and Definitions

1. **Sexual assault** refers to offenses of a sexual nature committed without the lawful consent of the victim. These offenses, which are punishable as crimes under UCMJ, include the following:
 - a. Rape – Sexual intercourse by force and without consent
 - b. Forcible sodomy – Oral or anal sex by force and without consent
 - c. Indecent assault – Any non-consensual touching done with the intent to gratify lust or sexual desires
 - d. Carnal knowledge – Sexual intercourse with a child under age 16
2. **Victim** is defined as “any person who reports the commission of a sexual assault upon himself or herself, or is identified, based upon the report of another person, or other information, as a person who has been subjected to a sexual offense.”
3. **Alleged perpetrator** is defined as “one who has been accused of committing a crime including any report of a crime to police authorities of a known or unknown person.”
4. **Perpetrator** is defined as “one who has committed a crime;” (i.e., offender, subject).
5. **Case** is a formal investigative file that may contain multiple incidents, offenses, victims, and offenders (i.e., perpetrators).
6. **Founded Case** is a determination made by the CID that a criminal offense has been committed. The determination that a founded offense exists is an investigative decision independent of any judicial opinion or disciplinary action.
7. **Unfounded Case** is a determination made by the CID that a criminal offense did not occur. This determination must be based on demonstrative evidence. A lack of evidence to support a complaint or questioning of certain elements of a complaint is not sufficient to categorize an incident as unfounded. A finding of insufficient evidence is not a basis for labeling an offense as unfounded.

Student Handout # 3

Sexual Assault Trends



	CY1999	CY2000	CY2001	CY2002	CY2003
◆ Total	658	743	762	783	822
■ Rape	356	373	425	445	469
▲ Indecent Assault	211	251	239	245	255
● Sodomy	91	119	98	93	98
Soldiers on active Federal service	473,879	482,176	479,591	518,320	620,812
Others	Unknown	Unknown	Unknown	Unknown	Unknown

Number of Alleged Rape, Sodomy and Indecent Assault Cases

	2002	2003
Soldiers on Active Duty (Including Mobilized Army Reserve/National Guard)	518,320	620,812
<i>Total Cases</i>	783	822
Cases Involving Soldier Victims	353	407
<i>Total Number of Victims</i>	894	909
Number of Soldier Victims	422	459
<i>Female Soldier Victims</i>	372	405
<i>Male Soldier Victims</i>	50	54
<i>Total Number of Alleged Perpetrators</i>	870	894
Number of Alleged Soldier Perpetrators	688	611
Number of Alleged Soldier Perpetrators (in Cases With Soldier Victims)	375	295

Number of Sexual Assault Cases, Victims and Alleged Perpetrators

	2002	2003
Victim Rate Per 1,000 Soldiers	0.8	0.7
<i>Female Victim Rate</i>	4.8	4.4
<i>Male Victim Rate</i>	0.1	0.1
Alleged Perpetrator Rate Per 1,000 Soldiers	1.3	1.0

Sexual Assault Soldier Victims and Alleged Soldier Perpetrators – Rates Per 1,000

Rank	2002		2003	
	Number	Rate/1,000	Number	Rate/1,000
Victims				
Junior Enlisted	372	1.7	401	1.7
Noncommissioned Officer	45	0.3	45	0.2
Officer	5	0.1	13	0.2
Alleged Perpetrators				
Junior Enlisted	410	1.7	356	1.2
Noncommissioned Officer	253	1.3	227	1.0
Officer	25	0.3	28	0.3

Victim and Alleged Perpetrator Rank Distribution

Rank	2002		2003	
	Male	Female	Male	Female
Victims				
Junior Enlisted	41	331	48	353
Noncommissioned Officer	8	37	6	39
Officer	1	4	0	13
Alleged Perpetrators				
Junior Enlisted	407	3	351	5
Noncommissioned Officer	252	1	226	1
Officer	24	1	28	0

Male and Female Victims and Alleged Perpetrators by Rank

	2002		2003	
	Female	Male	Female	Male
	Average Age			
Victim	21.8	22.5	22.4	22.9
Alleged Perpetrator	24	26.3	20.3	29.5
	Median Age			
Victim	21	21	21	21
Alleged Perpetrator	21	24	21	28

Male and Female Alleged Perpetrators and Victims by Age (2002 and 2003)

Student Handout # 4

Rights of the Victim

Victims have the following rights:

1. The right to be treated with fairness, dignity, and a respect for privacy.
2. The right to be reasonably protected from the accused offender.
3. The right to be notified of court proceedings.
4. The right to be present at all public court proceedings related to the offense, unless the court determines that testimony by the victim would be materially affected if the victim heard other testimony at trial, or for other good cause.
5. The right to confer with legal counsel
6. The right to information regarding conviction, sentencing, imprisonment, and release of the offender from custody.

Student Handout # 5

Sexual Behaviors Subject to UCMJ Actions*

Offense/Behavior	Article	
Making unsolicited and unwelcomed sexual contact with intent to satisfy lust or sexual desire	Art. 134	General Article (Indecent assault)
Sexual intercourse was done by force and without consent (A husband can be punished for raping his wife)	Art. 120	Rape and carnal knowledge
Unnatural sexual intercourse with another person of either gender or animal	Art. 125	Sodomy
General Actions	Art. 134	General Article (Adultery; Assault to commit rape or sodomy; Bribery and graft; Wrongful cohabitation; Fraternalization; Indecent acts of liberties with a child; Indecent exposure; Indecent acts with another; Pandering; and prostitution)

*Student Handout #4 is modified from L327/Enforce the Equal Opportunity Program TSP

Student Handout # 6

Resources for Sexual Assault Victims

Army One Source (AOS) – www.armyonesource.com

Designed to help Soldiers and their families deal with life's issues and provides confidential assistance to sexual assault victims. Available 24 hours a day, 7 days a week to active and mobilized reserve component (RC) Soldiers, deployed civilians, and their families worldwide.

- CONUS: 1-800-464-8107
- International toll free: 1-800-464-8107
- International collect: 484-530-5889
- Spanish: 1-800-732-0920

DOD Sexual Assault Hotline

Supplements AOS with providing confidential assistance to sexual assault victims. Available 9 a.m. to 9 p.m. EST, Monday through Friday to active and mobilized reserve component (RC) Soldiers, deployed civilians, and their families worldwide.

(800) 497-6261

Medical

Provides prompt medical care (e.g., evaluation, care of victim, evidence collection, forensics support and mental health counseling).

Location	
Phone	

Local hospital/emergency room

Location	
Phone	

Staff Judge Advocate (SJA)

Appoints Victim/Witness Liaison (VWL) to help victims and witnesses with the court-martial process.

Name/Rank	
Location	
Phone	
E-mail	

Army Community Services (ACS)

Provides a victim advocate for family member victims where alleged perpetrator is another family member.

Location	
Phone	

Unit Chaplain

Provides counseling and spiritual care services.

Name/Rank	
Location	
Phone	
E-mail	

Military Police

Can get the investigative process started and refer additional resources.

Location	
Phone	

Local or State Police

Should be contacted if incident happened off post or if the alleged perpetrator is a civilian.

Local Police Location	
Local Police Phone	
State Police Location	
State Police Phone	

Student Handout # 7

Sexual Assault Tip Card

Army Sexual Assault Prevention & Reporting Program

Sexual Assault Prevention Tips

- ✓ Rely on your instincts and be watchful..
- ✓ Use the buddy system.
- ✓ Establish and maintain your limits.
- ✓ Avoid alcohol and drugs.
In your car:
 - ✓ Always lock doors.
 - ✓ Park in well-lighted areas.
 - ✓ Check interior before entering.
 - ✓ Have keys ready and enter quickly.
 - ✓ Lock door immediately.

If you are sexually assaulted:

- ✓ Contact the authorities.
- ✓ Do not "clean up."
- ✓ Call a friend, a help hotline or social services.
- ✓ Go to a hospital or clinic and have the medical personnel notify the authorities.

Front

In case of sexual assault, contact:

Army One Source:

CONUS: 1-800-464-8107

International toll free:
1-800-464-8107

International collect:
484-530-5889

Spanish: 1-800-732-0920

www.armyonesource.com

DOD Sexual Assault Hotline:
1-800-497-6261

Local emergency: 911

Other:

Back

Student Handout # 8

Sexual Assault Scenarios

PLDC/BOLC II/WOBC (New Leaders Level)
--

Scenario #1

2LT Chris Dotson and 2LT Angela Mack have become really good friends since they met day one of the basic course. They are also in the same squad. Dotson and Mack spend a lot of time together studying and going out to eat. Fellow students refer to the two as an "item". During week eight of the course 2LT Mack has a birthday and is going to turn 21 years of age. The students decide to throw a surprise party at her apartment for her. 2LT Dotson has agreed to keep her out of the house until her classmates can decorate and set up the bar. Dotson takes Mack to the gym to work on her pushups for an upcoming PT test and after they were done he asked if he could make dinner for Mack opposed to taking her out. Upon arrival at the apartment she is quite surprised when she walks in. The students began to tell Mack to have her first legal drink and she decides to only have a soda because she doesn't like alcohol. Classmates continuously asked Mack what Dotson was going to give her as a gift for her birthday and she responded with "we are just friends". As the night went on, Mack began to get tired, so to a point that Dotson took her and put her to bed. When the guests all left Dotson decided that he had been drinking and that he would sleep at the Apartment with Mack and her roommate Dixon. Dotson decided to leave around 0900 and as he left Dixon was coming from her room, she saw Dotson leaving Mack's room and said good-bye to him as she smiled and Dotson smiled back. Mack woke up around 1300 crying, stating that she had no clothes on and that there was semen on her legs. Mack told Dixon that she couldn't remember anything from last night. Dixon told Mack that she appeared drunk and Dotson took her to her bed and that she saw him leaving her room this morning around 0900. Mack stated that she had no knowledge of anything of the sort especially Dotson taking her to her room and that she had nothing to drink but she feels as though she did. Mack later found after going to the hospital that she had not only had sex but test revealed that she had ingested rohypnol. Dotson admitted to having sex with Mack but stated that it was consensual.

Scenario #2

While attending the Warrant Officer's Basic Course, a few male soldiers were in the barracks getting ready to go to sleep at approximately 2100 hours. WOC Shell, the acting squad leader, told WOC Barnes, a squad member, to meet him in the bathroom to help clean up. WOC Shell told WOC Barnes that the Course Manager was planning a surprise inspection of the facilities in the morning and he wanted the bathroom to shine. He told WOC Barnes that it was very important for the squad to do well on this inspection since they failed the last two. When they entered the bathroom, WOC Shell forced WOC Barnes on the cold floor and drew a knife to his throat. WOC Shell told WOC Barnes to perform fellatio or else he would cut his throat.

Scenario #3

While attending the Warrant Officer's Basic Course, WOC Mary Williams, a loner, had become close friends to several of her male classmates. When she was invited to attend a party on the 4th Friday night of the course at the home of a fellow candidate, she decided to go. The party kicked into full swing with loud music and plenty of drinking. After several hours of partying and drinking five of Mary's classmates became rowdy, picked her up and carried her to the master bedroom. The men thought it would be funny to tie her up on the bed. After they tied her to the bedpost they took turns fondling her breasts. Mary begged them to stop, however they laughed at her and continued fondling her making statements that she should just relax and enjoy all of the attention.

Scenario #4

1LT Wendy Jordan had just been promoted to the rank of Captain. It was an exciting moment in her career and she wanted to celebrate with her fellow officers. CPT Jordan had a promotion party at the Officer's Club where the drinks and food were endless. After the celebration, her entire group ended up at a big house party. As Wendy continued to drink, her friends realized that she was really far gone and needed to lie down. One of the officers who lived in the house offered his room for her to rest. Some other female officers got her settled, and CPT Jordan quickly passed out. Figuring she just needed to sleep it off, they went back to the party, intending to get her before they left. An hour later, CPT Jordan awoke to find a strange man on top of her having intercourse, and two others standing by the bed. She tried to tell them to stop and go away, but the combination of alcohol and fear rendered her unable to scream or struggle. All three of the officers had sex with her, making jokes about how much she must be enjoying it. CPT Jordan faded in and out of consciousness. When she next awoke, her friends were there, preparing to take her home and laughing about the hangover she'd have tomorrow. CPT Jordan didn't know if it had been a bad dream or if it had really happened, but as the next few days passed, she realized it wasn't a dream.

Scenario #5

1LT Jason Smith and 2LT Laura Edwards began dating at the beginning of their military career. Their relationship was intense; they spent nearly all of their off duty time together. When Laura's roommate came down on orders for Korea, it seemed natural that Jason would move into Laura's apartment with her. Jason said he could protect Laura better if he lived with her. He was jealous of time she spent away from him with female or platonic male friends, but Laura took this as evidence of his deep love for her. One night Laura stayed late after work preparing for an inspection with a fellow officer. When she got home, Jason was angry and demanded to know where she had been and whom she had been with. Laura told him about the inspection, but he accused her of having an affair and lying to cover it up. Jason hit Laura, pushed her onto the bed and demanded sex from her as proof of her fidelity. Shocked and angry, she told him he was out of line and tried to leave the room. Jason restrained her and forced her to have intercourse, despite her pleas for him to stop. Later he apologized and asked for forgiveness, but Laura was left with frightening and confusing feelings of anger, sadness, fear and betrayal.

Appendix D, Student Handouts

TSP: L229

TITLE: Financial Management

This page intentionally left blank

Appendix D HANDOUTS FOR LESSON 1: L229 version 2

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1
SH-2, Extracted Material from TC 21-7	SH-2-1 thru SH-2-5
SH-3, Extracted Material from AR 608-1	SH-3-1 thru SH-3-3
SH-4, Extracted Material from Command Financial Specialist Training Instructor Guide	SH-4-1 thru SH-4-3
SH-5, Financial Planning Worksheets	SH-5-1 thru SH-5-10
SH-6, Extracted Material from Financial Readiness Training Guide	SH-6-1 thru SH-6-4

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of two hours of small group instruction.

Overview

This lesson provides information that will help you enhance the financial readiness of your unit. The lesson identifies the different support agencies that can assist Soldiers and their families; identifies various military pay entitlements and allowances; defines the entries on the Leave and Earnings Statement and the Net Pay Advice statement; and explains the procedures for setting up bank accounts and resolving pay complaints.

Learning Objective

Terminal Learning Objective (TLO).

Action:	Recognize the importance of managing personal finance.
Conditions:	In a classroom environment culminating in a situational training exercise and given a squad.
Standard:	Recognize the importance of managing personal finance by: <ul style="list-style-type: none">• Identifying ways to promote good financial management.• Identifying ways to choose and maintain good credit.• Identifying some investment options.• Identifying sources of financial assistance. IAW Student Handouts 1 thru 6.

ELO A Identify ways to promote good financial management.

ELO B Identify ways to choose and maintain good credit.

ELO C Identify some investment options.

ELO D Identify sources of financial assistance.

Assignment

The student assignment for this lesson is:

- Before class read Student Handouts 1 thru 6.
-

Additional Subject Area Resources

None

Bring to Class

You must bring the following materials to class:

- Student Handouts 1 thru 6.
 - Pencil or pen and writing paper.
 - Copy of your leave and earning statement (LES).
-

This page intentionally left blank

Student Handout 2

Extracted Material from TC 21-7

This student handout contains four pages of extracted material from the following publication:

TC 21-7, Personal Financial Readiness and Deployability Handbook, 14 Oct 1984

Chapters 6 and 7

pages SH-2-2 thru SH-2-5

Disclaimer: The training developer downloaded the extracted materials from the General Dennis J. Reimer Training and Doctrine Digital Library Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

Chapter 6

CREDIT CARDS

Q. I know about credit cards; just about everyone has one, but I'm not sure I know how they work. Could you explain them to me?

A. All credit cards have a spending limit. The company sets the limit, and you cannot exceed this amount in purchases and cash advances.

Q. What happens if I go over the limit?

A. The credit card company can refuse to pay for the purchase. If they approve the purchase, they will not approve further purchases until your balance is back under the limit. Also, many credit card companies impose a penalty charge if you go over the limit. The penalty charge normally ranges from \$25 to \$35.

Q. How do I pay back the money?

A. You will receive a monthly statement, which will show your credit card purchases, your balance, the minimum monthly payment, and the date the next payment is due. You can pay off the balance by the payment date and avoid paying any interest charges. If you opt to pay the minimum monthly payment or any amount greater than the minimum but less than the balance you will be charged interest on the balance you carry forward. The sooner you pay off your balance, the less interest you will pay.

Q. What else is there to know about credit cards?

A. Credit card companies charge different rates of interest, and some of them even charge a yearly membership fee. It is very important to shop around for the lowest interest rate and a no fee credit card. Each credit card has its own specific rules, which you should always read and understand before you sign anything.

Remember, a credit card works just like a loan. Don't use the money unless you are positive you can pay it back. Look at your budget before you use your credit card to make sure you can afford the payments.

Q. So, is this the same way my government American Express credit card works?

A. No, there are some differences between your government American Express card and your personal credit card. First, your government American Express card is not a credit card - you cannot carry your balance forward. Your government American Express card should only be used for official travel expenses, such as lodging, rental cars or meals. It **is not** for your personal use. The balance on your travel card should be paid in full when you receive the monthly bill from American Express. If you file your travel claim right away, you should get your reimbursement check before the American Express card bill is due.

It is important to understand how to use your government American Express card and to use it correctly. If you misuse your travel card or become delinquent on your account, you could get into serious trouble with your chain of command.

DEBIT CARDS

Debit cards look just like a credit card and have either the Visa or Master card logo, but a debit card is not a credit card. A debit card is issued by your bank or financial institution. Whenever you use your debit card to make a purchase, the amount of your purchase is electronically debited from your checking account within a day of making the purchase.

Debit cards truly offer the best of both worlds. A debit card offers you the convenience of making purchases with a piece of plastic without the temptation and ability to run up credit card debt. Debit cards keep you from spending money you don't have and help you live within your means.

Important Note: If you choose to use a debit card it is essential to balance your checking account on a monthly basis. When you balance your account you will subtract your debit card purchases as well as cleared checks and ATM withdrawals. Balancing your checking account on a monthly basis will help you avoid any unnecessary bounced check fees that may occur as a result of forgetting to subtract any debit card purchases or ATM withdrawals.

Chapter 7 Investments

In addition to a savings account there are several options for you to consider. Let's spend a little time talking about each one.

Holiday Club Accounts: These are special purpose savings accounts where you contribute a specific amount of money each week for several months. You withdraw the money at the end of the period. Interest rates and periods of the account vary. Holiday club accounts are available at most financial institutions, and they are a fairly low risk investment, unless the financial institution itself is at risk.

Negotiable Order of Withdrawal (NOW) Accounts: These are checking accounts that pay interest. You must maintain a minimum or average monthly balance to earn interest and avoid extra charges. Deposits and withdrawals are unlimited, but you will pay fees if your account balance drops below the minimum balance. NOW accounts are available at most financial institutions. These are also low risk, unless the financial institution itself is at risk.

Certificates of Deposit (CDs): When you buy a CD, you agree to leave your money in the CD for a specific period of time, and you will earn interest on the money. If you cash in a CD before it matures, you must pay a penalty for early withdrawal. CDs pay higher interest rates than saving accounts, and the rate increases with time. The longer the period of the CD, the higher your yield will be. CDs are available from most financial institutions and brokerage firms. These are also a low-risk investment.

Money Market Deposit Accounts (MMDAs): These accounts earn rates that vary with market conditions. The rate will rise as market interest rates rise and fall accordingly. They require a minimum balance that varies depending upon the institution. If your balance drops below the minimum, you may get a lower interest rate or have to pay a monthly fee. You may usually make only three deposits and three withdrawals per month. They are available at most financial institutions and brokerage firms. MMDAs are riskier because the money is invested in the money market as opposed to sitting in a savings account at a financial institution.

Stocks: When you buy stock, you become part owner of a company's assets. The value of your shares will rise or fall depending on how well the company does. If the company is successful, the stock price will increase, and you will be able to sell your shares on the stock market for a profit. You can also invest in stocks that pay dividends, distributions of the company's earnings to the shareholders. Stocks are available through brokerage firms, which will buy and sell your stocks according to your wishes. These are a fairly risky investment because you are "taking a chance" that the company is going to do well.

Government Bonds: A bond represents a loan from the investor to a government entity. The government agrees to pay back the loan, plus a specific amount of interest, after a certain time. U.S. Treasury bonds are the safest, and there are several different kinds (savings bonds are the most common), depending on the period and the amount of investment. States, cities, and towns also issue bonds. Like stocks, these are available through brokerage firms. They are less risky than stocks because there is a guaranteed payback in maturity.

Corporate Bonds: If you buy a corporate bond, you loan your money for the corporation to use. They will pay you back the money plus a fixed amount of interest when the bond matures. Investors buy and sell bonds before they reach maturity because their worth fluctuates with the market interest rate. If you hold on to the bond until full maturity, interest rate changes will not affect your yield since the bond itself has a fixed interest rate. Bond investments are also available through brokerage firms. These are similar in risk to buying stocks because you are "betting" the company will do well in the future.

Mutual Funds: In a mutual fund, many investors pool their money toward a common goal. After you invest money, you will own a certain amount of "shares" of the mutual fund. These funds are managed by knowledgeable people, who invest in a diversified list of various stocks, bonds, bills, etc. Mutual funds allow the average small investor the opportunity to benefit from the knowledge of these investors and to reduce their personal risk. There are different types of funds. Some charge money to join, some charge monthly fees, some do not charge you unless you take money out of the fund, and some do not charge fees at all (except a small management fee). You can invest in mutual funds through a brokerage firm, or you can deal directly with the managers of the fund. Several financial journals and publications frequently publish advertisements and listings of mutual funds, performance records, and phone numbers. Mutual funds are generally less risky than stocks and bonds because they have investments in several companies and industries. The more widespread or diverse the fund, the less risky it is.

Money Market Mutual Funds: These are mutual funds that pool money from many investors and invest in short term items, such as Treasury bills, certificates of deposit, bankers acceptance, and commercial paper. Money market funds provide income and liquidity. You can add money to the account at any time, and they pay interest on a daily basis. Your yield depends on fluctuations in the money market. They are available at most financial institutions and brokerage firms. These investments are fairly risky because money markets fluctuate just like other markets, and they are just as unpredictable.

Individual Retirement Accounts (IRAs): IRAs are a good way to prepare for retirement. You do not pay taxes on the investment until you withdraw the money. You can have as many separate IRAs as you want. You can even transfer money directly from one IRA to another. IRAs are an excellent way to put aside money each week or each month in preparation for your retirement and are available through most financial institutions. Just as other investments run through a financial institution, IRAs are fairly safe, as long as the financial institution itself is not at risk.

Tangible Investments: A tangible investment is one that you can see and touch. Some examples are real estate, gold, silver, gemstones, and collectibles (stamps, coins, trading cards, antiques, art, etc.). When you invest in tangible investments, you are counting on the value of that asset to increase over time, due to the scarcity of and demand for the asset. It is difficult to assess the risk of most tangible investments, but the larger ones, such as gold and silver, will reflect the risk of their markets.

Well, those are the basic options for ways to save and invest your money. In addition to these options there are many other types of investments. Before you invest any money you should learn a lot more about your potential investment.

Q. How do I know which investment is right for me?

A. There are several things you should consider before you invest. The most important thing to consider is risk. Certain investments are a lot riskier than others. For the most part, investments with a higher potential yield on your money will have a higher risk. This means that although you expect to have a higher yield, you are more likely to lose money on your investment than on a "safer" investment with less risk. You must decide how much risk you can afford and are willing to take.

Decide how much yield you want to get out of your investment. How long will it take you to reach that yield? Due to interest rates, certain investments will take longer for you to reach your goal. Review your budget to see how much money you can afford to initially invest. It is better to start with a small investment amount and move up to larger investments later.

Also, consider the liquidity of your investment. Liquidity is a measure of how fast you can convert the investment to cash. If you have more than enough money to live on and for emergencies, you can afford to have investments with less liquidity.

Another thing to consider is the diversification of your investments. The more diverse your investment fund is the less risky it is. On the other hand an investment fund limited to one or two types of investments contains more risk.

Q. Is there anything else?

A. No, not really. Just remember, before you invest your money, know exactly what you are investing in before you obligate any of your money. If you have any doubts, talk to an expert at your financial institution or a brokerage house

Student Handout 3

Extracted Material from AR 608-1

This student handout contains two pages of extracted material from the following publication:

AR 608-1, Army Community Service Center, 20 Oct 2003

Chapter 4 pages SH-3-2 and SH-3-3

Disclaimer: The training developer downloaded the extracted material from the U.S. Army Publishing Directorate Home Page. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

SECTION V Financial Readiness

4–35. Prevention education

Classes will be provided in personal financial management readiness and consumer affairs to Soldiers and family members. These classes will include—

- a. Banking and credit union services (includes overview of services provided by financial institutions).
- b. Budget development and recordkeeping (planning for expenses based on income, planning for emergency expenses, importance of good personal and financial records and methods of keeping these records).
- c. Debt liquidation (responsibilities and legal aspects of overextending financial obligations and consequences of noncompliance with provisions of AR 600–15, methods to reduce debts and become financially solvent, consequences of bad credit ratings, Soldiers and Sailors Civil Relief Act, methods to reduce installment payments and use of the credit card).
- d. Credit (use and abuse of credit, right to obtain credit regardless of sex, race, age, marital status or national origin, credit cards).
- e. Consumer rights and obligations.
- f. Insurance.
- g. Personal financial readiness (military pay system-pay entitlements and how to read Leave and Earnings Statements, wartime pay system and the Sure-Pay Program using TC 21–7, checkbook management, financial counseling resources and procedures, soldier's financial responsibility to themselves, family members and creditors, financial planning for family separations, "short-notice" deployments and PCS moves).

4–36. Mandatory training

- a. Refresher classes will be conducted for personnel who have abused and misused check-cashing privileges.
- b. Financial planning classes and counseling will be conducted for all junior enlisted Soldiers (E–4 and below) who are scheduled for their initial PCS move.
- c. Support will be provided to unit commanders in establishing personal financial management readiness training for first term/initial term Soldiers.

4–37. Financial counseling services

These counseling services will be provided for Soldiers and family members in areas such as budget development and financial planning, developing a spending plan, managing personal finances and evaluating assets and liabilities.

4–38. Debt liquidation assistance

To assist commanders, Soldiers and family members with problems of financial indebtedness, the

following debt liquidation assistance will be provided:

a. Facilitate resolution of financial crisis by—

- (1) Assisting clients in analyzing their assets and liabilities and enrolling them in a debt liquidation program, if appropriate.
- (2) Assisting clients in developing a repayment plan to liquidate debts.
- (3) Assisting clients in contacting their creditors.
- (4) Notifying each enrollee's creditors by mail that they are enrolled in the debt liquidation program.
- (5) Notifying each enrollee's creditors and unit commander by mail that the client has been negatively terminated

4-39. Consumer advocacy service

- a. Information will be provided to help Soldiers and family members make educated decisions.
- b. Feedback will be provided to commanders on consumer issues affecting Soldiers and families.

4-40. Consumer complaint resolution

Soldiers and family members will be assisted in handling consumer complaints.

- a. DA Form 5184 (Consumer Complaint) will be used to record consumer complaint assistance.
- b. The following services will be provided:
 - (1) Information on resolving consumer complaints, consumer rights and protection laws.
 - (2) Referral to military and civilian resources responsible for resolving complaints.
 - (3) Coordination with Staff Judge Advocate (SJA), Inspector General and Armed Forces Disciplinary Board on issues requiring their assistance.
 - (4) Assistance to clients in drafting consumer complaint letters and contacting agencies and businesses in reference to consumer issues.
 - (5) Publicizing agencies and businesses that employ unfair business practices in accordance with AR 190-24.
- c. Feedback will be provided to commanders on recurring consumer problem areas affecting Soldiers and family members.

4-41. Emergency assistance

Soldiers and families will be provided emergency assistance to help prevent privation. This assistance will include—

- a. Consideration of Army Emergency Relief loans and grants for eligible individuals per AR 930-4.
- b. Use of food locker or vouchers. The procurement, storage and handling of food locker items must meet requirements of AR 40-5. In the case of vouchers, financial accountability, safeguards and recordkeeping must exist to prevent fraud and theft.

Student Handout 4

Extracted Material from Command Financial Specialist Training Instructor Guide

This student handout contains two pages of extracted material from the following publication:

Command Financial Specialist Training Instructor Guide, 2002

Chapter 4 and 8 pages SH-4-2 and SH-4-3

Disclaimer: The training developer extracted the materials from the Command Financial Specialist Training Instructor Guide. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

CHAPTER 4

- Although the Emergency reserve and goal-getter funds are listed as the separate funds, they don't necessarily need to be three separate accounts, just three separate accountings. (The investment dollars are going into other investment accounts.) Try **to ensure** that the client is saving something, even if it is just a little bit each month. For people who are not saving anything, initially the habit is more important than the amount.
- General Budgeting Guidelines: We noted earlier that a good goal for savings is 10% of Total Monthly Net Income, and a good goal for Living Expenses is 70% of Total Monthly Net Income. Since $70 + 10 = 80$, that means we still have 20% of net income to allot, and that typically goes to Monthly Debt Payments. Therefore, we can say that a general guideline for a balanced budget is 70-20-10, with 70% of the Net Monthly Income going to Living Expenses, 20% to Debt Payments, and 10% to Savings. Percentages may vary in different households based on different lifestyles. For example, a single sailor living in the barracks may have a breakout of 50-50-0, with 50% going to living expenses and 50% going to debt (probably a car payment) and nothing going to savings. He may be doing just fine day to day, but is not building any wealth. Furthermore, as the sailor gets increases in pay the ratios will change, and if he doesn't start dedicating some money to savings his budget will not be healthy for long, as he risks taking on too much debt.
- Debt-to-Income Ratio: In the 70-20-10 guideline the middle number is referred to as the debt-to-income ratio (DII Ratio). You will run this calculation on all of your clients (and yourself) to see if they are "in debt". We would all agree that most people are "in debt", meaning they carry some debt, but when does debt become problematic? The DII ratio gives us a guide to gauge the severity of the debt. Working on the Indebtedness page in the Summary section, divide Total Monthly Debt Payments by Total Net Monthly Income, then multiply the result by 100, and you will have the D/I Ratio.

CHAPTER 18

Thrift Saving Plan (TSP). The TSP is a retirement saving and investment plan sponsored by the Federal Government. It has been available as part of Civil Service Retirement for a number of years. It is a defined contribution plan; therefore it has the same type of saving and tax benefits as a 401 (k)-type of plan. Participation in the TSP is Optional. Member must sign up to participate. The member will make contributions directly out of the paycheck, and the member will choose the investment options. Again the purpose of the TSP is to provide a source of Retirement Income. It is not a saving account that can be withdrawn at any time. The TSP is open to all members of the Uniformed Service, Active Duty and Ready Reserve; there are two open seasons each year, 15 May through 31 July and 15 November through 31 January. Member who are deployed and miss open season are given 60 days upon return to enroll. Member can contribute from 1% to 7% of their base pay, member can also contribute the total amount of any incentive and special pays (including bonuses) up to an annual of 11,000.

Command Financial Specialist Training Instructor Guide

Student Handout 5

Financial Planning Worksheets

This student handout contains nine financial planning worksheets.

Topic	See Pages
Budget Entitlements	SH-5-2
Budget Deductions	SH-5-3
Budget Net Income	SH-5-4
Budget Monthly Savings	SH-5-5
Budget Living Expenses	SH-5-6
Budget Living Expenses, cont	SH-5-7
Budget Indebtedness	SH-5-8
Budget Summary	SH-5-9
Military Leave and Earning, Statement	SH-5-10

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

BUDGET ENTITLEMENTS

MONTHLY INCOME

	ACTUAL		PROJECTED	
ENTITLEMENTS				
BASE PAY *				
BASIC ALLOWANCE FOR HOUSING (BAH				
OVERSEAS HOUSING ALLOWANCE				
(OHA)				
BASIC ALLOWANCE FOR SUBSISTENCE				
FAMILY SEPARATION ALLOWANCE				
(FSA)				
FLIGHT PAY/DIVING PAY/FLIGHT DECK				
PAY *				
SUBMARINE PAY *				
OTHER HAZARDOUS DUTY PAY *				
SEA PAY *				
TAXABLE COLA *				
OTHER (TAX EXEMPT/ ALLOWANCE EG.				
COLA/				
FSSA)				
TOTAL MILITARY COMPENSATION (A)	\$		\$	

BUDGET DEDUCTIONS

DEDUCTIONS				
ALLOTMENT				
ALLOTMENT				
ALLOTMENT				
ALLOTMENT				
ALLOTMENT				
FAMILY SGLI (FOR SPOUSES)				
SERVICE'S GROUP LIFE INSURANCE (SGLI)				
INIFORM SERVICES TSP				
MGIB				
FITW FILING STATUS ACTUAL				
FICA (SOCIAL SECURITY)				
FICA (MEDICARE)				
STATE INCOME TAX				
AFRH (ARMED FORCES RETIREMENT HOME)				
TRICARE DENTAL PLAN (TDP)				
ADVANCE PAYMENTS				
OVER PAYMENTS				
TOTAL DEDUCTIONS (B)	\$		\$	

BUDGET NET INCOME

BUDGET NET INCOME				
CALCULATE NET INCOME				
SERVICE MEMBER'S TAKE HOME PAY (A-B)	\$		\$	
SERVICE MEMBERS'S OTHER EARNING (LESS TAXES)				
SPOUSE'S EARNING (LESS TAXES)				
ALLOTMENT				
ALLOTMENT				
ALLOTMENT				
ALLOTMENT				
ALLOTMENT				
FAMILY SGLI (FOR SPOUSES)				
SERVICEMEN'S GROUP LIFE INSURANCE (SGLI)				
UNIFORM SERVICE TSP				
MGIB				
TRICARE DENTAL PLAN (TDP)				
ADVANCE PAYMENTS				
OVER PAYMENTS				
CHILD SUPPORT/ALIMONY (RECEIVED/INCOME)				
OVER PAYMENTS (E.G. SSI, RENTAL INCOME)				
TOTOAL NET MONTHLY INCOME	\$		\$	

BUDGET MONTHLY SAVINGS

MONTHLY SAVINGS AND LIVING EXPENSE

NOTE: Actual or Projected Figures can be carried forward to spending plan

SAVINGS		ACTUAL		PROJECTED	
SAVINGS Goal: 10% OF Net Income Actual Projected \$ \$	Emergency Fund (1-3 months)				
	Reserve Fund				
	"Goal Getter" Fund				
	Investments/IRA's/TSP/etc.				
TOTAL SAVING AND INVESTMENTS (10%)		\$		\$	

BUDGET LIVING EXPENSES

LIVING EXPENSES		ACTUAL		PROJECTED	
HOUSING	RENT/MORTGAGE PAYMENT				
	TAXES/FEES				
	REPAIRS/MAINTENANCE				
	GROCERIES				
	LUNCHES (AT WORK)				
	OTHER (E.G. SCHOOL LUNCH				
UTILITIES	ELECTRICITY				
	GAS/OIL (HOUSE)				
	WATER/SEWAGE/GARBAGE				
	CELLULAR PHONES/PAGERS				
	TELEPHONE				
TRANSPORTATION	GAS/OIL (VEHICLES)				
	CAR POOL/PUBLIC TRANSPORTATION				
	TAX, LICENSE, INSPECTION, ETC				
	REPAIRS/MAINTENANCE				
CLOTHES	LAUNDRY/DRY CLEANING/TAILORING				
	CLOTHING PURCHASING YEARLY/12				
	OTHER				
INSURANCE	AUTOS				
	SGLI AND FAMILY SGLI				
	TRICARE DENTAL PLAN				
	OTHER (E.G. LIFE/HEALTH/RENTERS)				
HEALTH	PRESCRIPTION DRUGS				
	DOCTOR/HOSPITAL VISITS				
	DENTISTS VISITS				
EDUCATION	TUITION/FEES				
	BOOKS				
	LESSONS				
	OTHER (MGIB, ROOM & BOARD				

BUDGET LIVING EXPENSES, cont

LIVING EXPENSES		ACTUAL		PROJECTED	
CONTRIBUTIONS	CLUB DUES/ASSOCIATION FEES				
	RELIGIOUS				
	CHARITIES				
SUBSCRIPTIONS	NEWSPAPERS/MAGAZINES)				
	COMPUTER INTERNET SERVICES				
	BOOKS/CDs/RECORDS/TAPES/VIDEOS/CABLE/SATELITE TV				
	OTHER (E.G. PAST CONTROL. LAWN SRVC)				
PERSONAL	BEAUTY SHOP/NAILS				
	BARBER SHOP				
	CIGARETTES/OTHER TOBACCO				
	VENDING MACHINES				
	LIQUOR/BEER/WINE				
	OTHER (TOILETRIES, SUPPLEMENTS. ETC)				
ENTERTAINMENT	DINER/CARRY OUT				
	MOVIES/VIDEO RENTALS				
	HOBBIES/SOFTWARE/ETC				
	SPORTS/YOUTH LEAGUES/SCOUTS				
	GIFTS VACATION				
	OTHER (CLUBS, LOTTERY, ETC)				
DEPENDENT CARE	CHILD CARE				
	CHILD SUPPORT/ALIMONY (YOU PAY OUT ALLOWANCES				
MISCELLANEOUS	FURNITURE, APPLIANCES, HOUSE HOLD				
	PET SUPPLIES, GROOMING				
	OTHER (ATM FEES, PH CARD, STAMPS)				

BUDGET INDEBTEDNESS

INDEBTEDNESS 20%

Creditor	Purpose	Monthly Payment	Balance	Projected Payment	Remarks Most behind, pd by allotment, etc	APR %
1. US Govt	Advance Pay				Automatic Deduction	
2. US Govt	Over Payments				Automatic Deduction	
3.						
4.						
5.						
6.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						

BUDGET SUMMARY

SUMMARY

		ACTUAL	PROJECTED
NET INCOME (<i>Bottom of page 2</i>)			
SAVING & INVESTMENTS (<i>PAGE 3</i>)	-		
LIVING EXPENSES (<i>PAGE 3</i>)	-		
AMOUNT LEFT TO PAY DEBTS	=		
TOTAL MONTHLY DEBT PMTS (<i>PAGE 4</i>)	-		
SURPLUS OR DEFICIT	=		

DEBT TO INCOME RATIO		
-----------------------------	--	--

(TOTAL MONTHLY DEBT PAYMENTS/NET INCOME X 100=DEBT-TO-INCOME RATIO)

DEFENSE FINANCE AND ACCOUNTING SERVICE/ MILITARY LEAVE AND EARNING STATEMENT															
ID	NAME (Last, First, MI)	SOC. SEC. NO	GRADE	PAYDATE	YRS SRV	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED						
	DOUGH, JOHN M.	000-55-5555	E-4	100101	2	040104	ARMY	4015	1-31 OCT 03						
ENTITLEMENT			DEDUCTIONS				ALLOTMENTS				SUMMARY				
TYPE			TYPE				TYPE				AMOUNT				
AMOUNT			AMOUNT				AMOUNT				AMOUNT				
A	BASE PAY	1169.10	FEDERAL TAXES	161.45	DISCRETIONARY	220.00					+ Ant fwd			00	
B	BAH	450.00	FICA-SOC.SECURITY	72.48	AFAF-ALLOT	2.00					+ Amt Fwd			00	
C	SEPARATE RATS	210.00	FICA-MEDICARE	16.95					- Tot DEd			1829.10			
D			SGLIFOR 50,000	4.00					- Tot Alt			922.19			
E			AFRH	.50					= Net Amt						
F											- Cr Fwd			00	
G											= EOM Pay				
H			MID-MONTH PAY	669.36											
I			DENTAL	18.00											
J															
K															
L															
M															
O															
TOTAL		1829.10	922.19				222.00								
LEAVE	BF	Ernd	Used	Cr Fwd	ETS Bal	L ost	Lv PD	Use/Lose	FED Taxes	Wage Period	Wage YTD	M/S	Add Tax	Tax YTD	
	7.5	3.5	0	10	120.0	0	30	0		1469.40	1636.00				
FICA TAXEA	Wage Period	. Soc Wage YTD	Sos. Tax YTD	Med Wage. YTD	Med. Tax YTD	STATE TAXES	ST	Wage Period	Wage YTD	M/S/N S	Ex	Tax Ytd			
		1676.00	1636.00	4676.40	76.40		51	1169.10	1676.10		91				
PAY DATA	BAQ TYPE	BAQ Depn	VHA Zip	Rent Amt	Share	Stat	IFTP	Depns	JFTR	PAS Type	Charity Type	TPO	FACIDN		
											8.00				
THRIFT SAVINGS PLAN (TSP)	Base P Rate	Base P. Curr	Spec P. Rate	Spec P Curr	Inc P Rate	Inc P. Rate	Bonus P. Rate	Bonus P. Rate							
	0%		0%		0%		0%	0%							
TSP YTD Deduction				00	Deferred			00	Exempt 00						
Remarks:				YTD ENTITLEMENTS:				YTD Deductions:							

This page intentionally left blank

Student Handout 6

Extracted Material from Financial Readiness Training Guide

This student handout contains three pages of extracted material extracted from the following publication:

Financial Readiness Training Guide, 13 Oct 1998

Lessons 1 and 2

Pages SH-6-2 thru SH-6-4

Disclaimer: The training developer extracted the materials from Financial Readiness Training Guide. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE-FREE CONDITION. DAMAGE IN ANY WAY TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES WILL SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

FINANCIAL READINESS TRAINING GUIDE

Making the most of your money and buying wisely are things you can do now. “Living well today” can’t happen all at once. Some self-control and patience are needed to reach any goal. Think of spending your money deliberately, spending on things you really want and choosing wisely. Let’s look at an example of how much more you get for your money just by getting a better interest rate. Compare the car loans shown here for the same used car. Car dealers try to get you to focus on just the monthly payment. The monthly payments are close: loan 2 is a little interest rate. But because you’re making another 12 months of payments, that’s a lot more money for the same car! Think what you could do with that extra money.

1. Where You Can Be Tomorrow

Young people rarely worry about the future. Most of us start saving for our goals way too late. Why? Most people don’t make much money when they’re young and bills seem to take it all. What IS the big deal about starting now? Why rush? It’s a big deal because of the magic of compounding interest, over time. Let’s see what you’d have at retirement age, if you put the IRS-allow \$2,000 into an IRA for just 10 years (starting at age 22). Look at what you could have by the time your 65 and you only had to put money in for 10 years then stopped. If we all did this when we were younger, then we wouldn’t have to worry about our retirement or social security.

2. Potential Problems

a. Where will you be when you consider some of the things that can happen if you do NOT handle your money responsibly. Most people don’t get into financial trouble intentionally - they do it thoughtlessly. They say things like, “I didn’t know the payments were due the first DAY of the Month!” and “I deserve to buy this! Consider some of the things that can happen if you do NOT handle your money responsibly.

- Rising Debt - Debt can creep up almost unnoticed and become unmanageable.
- Lost Possessions - If you don’t pay bills on time, you will lose things, like your car, your furniture, or your home.
- Repossession - Any loan “secured” by a physical object, like a car, give the loan company the option of repossession if that loan is not repaid on time or in full. Often, you’ll still have to make payments on the items taken back.
- Loss of Credit - If your creditors report non-payment to a credit bureau, you may not be able to borrow more, charge more, or sign new contracts or leases. They all have access to your credit file.
- Pay Garnishment - Your employer may find out quickly. For military people, your CO will probably be the FIRST to know. Military-town retailers know you get a regular check and that they can garnish it easily. And they know your CO hates dealing with financial problems.

FINANCIAL READINESS TRAINING GUIDE

- Lose Clearance - Your security clearance may immediately be jeopardized.
- Lose Privileges - Because you may be viewed as a “problem employee,” you may lose your chances for promotions or duty assignments, and other base privileges.
- Can't Reenlist - Military personnel may not be allowed to reenlist.
- Discharged/Lose Job - For serious, continuing problems, you can be discharged from the service with no recourse. Then you'd have NO job, and STILL have bills.

3. The Problem is Excessive Behavior

You may be tempted to get everything you want, all at once. It's normal to want nice things. The problem is in thinking that you can have them all, and getting deeply into debt. In these days of “easy credit” people often assume that paying for things “on time” is fine as long as they can make the minimum payments. Using this example you can see how by paying the minimum payment the compounding interest keeps adding to what you owe. You will be paying for that TB almost forever! After 5 payments you've paid \$175 but only reduced the loan by \$100. These are things you need to be aware of and recognize before they turn into problems. You want to be in control of your life, rather than letting things sort of happen to you. With a plan for your money and reasonable expectations, you can have nice things and live well. But you'll need to define what is reasonable for you, and know what is “excess.” For example, guess how long it will take to pay off this credit card debt if you only make this minimum payment each month? Four years. There are many great reasons for managing your personal finances well, including:

- You can have control of your money and life:
- It is possible to live well on a small income if you spend wisely.
- Saving early in life can help you avoid retirement money problems, and there are many reasons to avoid financial problems:
 - Debt can creep up and become unmanageable.
 - Financial problems can negatively affect your relationships and employment.
 - You may risk losing your job and your credit rating and yet have debts to pay.

Let's look at some ways you could spend your money more wisely:

- Buy a house instead of rent, could be a financial loss if you move within 3 years.
- Pay cash for smaller items like furniture you save hundreds in interest charges.
- Stop buying my weekly Lotto ticket - \$1.00 per week is not much, just be sure to budget for it.
- Get low-interest car loan on a used car, you save hundreds or thousands of dollars.
- Eat lunch out only once a week, Limit restaurant lunches and save.
- Never use credit cards for purchases, save the card for emergencies, however, using credit cards wisely can be OK if you stay within your budget.

FINANCIAL READINESS TRAINING GUIDE

4. Excessive Gambling and Bad Habits

Why are we discussing gambling in a discussion of consumer awareness? And what really “counts” as gambling - buying a lottery ticket, or losing thousands in a casino? Gambling concerns your money, and some people go overboard on gambling. In all gambling, the odds are against you. In a financial management sense, gambling is any use of your money where you’re not sure you’ll get anything back for it. As with any spending issue, the problem is in excess. You need to know your budget and priorities, and whether your money is going to the right places. Then, if you decide to buy a lottery ticket, you’ll know you have it in your Entertainment budget and nothing else will suffer if you lose it. There is a major difference between taking acceptable risks and having a gambling problem (or other addictive problems like addictive buying). They become a problem if the money you spend on the “habit” takes away from other priorities or people. True, addictive behaviors such as: gambling, buying unneeded items, or making purchases that you must hide from your spouse or friends to avoid their remarks, are usually based on emotional problems that require counseling. If you see this behavior in yourself, your spouse or friend, try to get the person to get counseling as soon as possible.

5. How to Decide if You’re in Trouble

People who find themselves in serious financial trouble often don’t know exactly how they got there. The problem usually comes down to one thing: poor money management. If you spend without planning and don’t keep track of it, you can quickly find yourself in trouble. Consumers need to know the signs of financial trouble so they can stop problems from occurring, and if some do arise, they can regain control. When debt is under control, you can build a better financial future.

This page intentionally left blank

Appendix D, Student Handouts

TSP: T231

TITLE: Supply Procedures

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: T231 version 1

This appendix contains the items listed in this table:

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Extract from AR 735-5	SH-2-1 thru SH-2-15
SH-3, Extract from DA PAM 710-2-1	SH-3-1 thru SH-3-14

This page intentionally left blank

Student Handout 1

This student handout contains the advance sheet.

This page intentionally left blank

STUDENT HANDOUT 1

ADVANCE SHEET T231

Introduction

The intent of this lesson is not to make supply sergeants out of you, but to make you aware of the supply procedures that apply to you and your subordinates. You must be aware of what your supply responsibilities are and how you can do your part in the care and accountability of equipment and supplies entrusted to you or your subordinates.

TLO

Terminal Learning Objective for this lesson is:

Action:	Recognize your role in supply procedures.
Conditions:	While serving as a team, squad, or section leader and given Student Handouts 2 and 3.
Standard:	Recognized your role in supply procedures by-- <ul style="list-style-type: none">· Identifying the requirements needed to comply with Army property accounting requirements.· Identifying the difference between accountability and responsibility.· Identifying the purpose of inventories and hand receipts.· Identifying requirements for the Command Supply Discipline Program (CSDP) IAW DA Pam 710-2-1 and AR 735-5;

ELO A: Comply with Army property accountability requirements.

ELO B: Identify the difference between accountability and responsibility.

ELO C: Identify the purpose of inventories and hand receipts.

ELO D: Enforce the Command Supply Discipline Program (CSDP).

Student Assignments

Before class--

- Read Student Handouts 2 and 3 with particular emphasis on purpose and preparation of DA Form 2062, DA Form 3161, and DA Form 3749 and their legend.
-

Student Materials

You must bring the following to class:

- Pencil/pen and notepaper.
 - All materials received for this lesson.
-

This page intentionally left blank

Student Handout 2

Extract From AR 735-5, Policies and Procedures for Property Accountability

This student handout contains 14 pages of material extracted from AR 735-5. These pages may not mirror the format of the paper-based regulation; however, the actual text does.

Chap 2	Para 2.1, 2.2, 2.6, 2.7, 2.8, 2.8A thru 2.8G, and 2.9
Chap 7	Para 7.0 thru 7.7
Chap 11	Para 11.0 thru 11.5
Chap 12	Para 12.0 thru 12.1A
Chap 13	Para 13.1 and 13.2
Glossary	Section 1

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE FREE CONDITION. DAMAGE, IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES MAY SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

2.1 General requirements

- a. All persons entrusted with Government property are responsible for its proper use, care, custody and safekeeping.
- b. Persons will not be assigned to duty that will prevent them from exercising proper care and custody over the property they are responsible for.
- c. When a person assumes accountability for property that is remotely located, records must be maintained to show the location of the property and the persons charged with its care and safekeeping.
- d. Vouchers for the issue or expenditure of property that are not specifically authorized by regulations or authorization tables will give the reason for the transaction and identify the commander who directed it.
- e. Army property will not be used for any private purpose except as authorized by Headquarters, Department of the Army (HQDA).
- f. No Government property will be sold, given as a gift, loaned, exchanged, or otherwise disposed of unless specifically authorized by law. Items replaced in-kind and payments made under the provisions of paragraph 12-1 for lost, damaged, or destroyed Army property do not constitute a sale of Army property. Title to such property remains with the U.S. Government.
- g. Giving or accepting an issue document, hand receipt, or other form of receipt to cover articles that are missing, or appear to be missing, is prohibited.
- h. Property documents and property record cards maintained for stock record accounts need not show the manufacturer's serial numbers unless specifically required by Army regulation (AR). Serial numbers, for property in use, will be shown on property books and property book supporting documents under AR 710-2, paragraph 2-5I(3).
- i. Army property will not be loaned or leased except as specifically authorized in AR 37-1, AR 420-17, AR 700-131, or other appropriate ARs.
- j. Military members or civilian employees of the Army who occupy Government quarters, or who have been issued furnishings for use in family quarters, must properly care for such property. They, or where appropriate, their spouses, must sign a document to show occupancy of quarters and receipt of the furnishings.
- k. The requisitioning or assembling of excess repair parts and/or components to create an unauthorized end item is prohibited. All excess

equipment and supplies will be turned in to the appropriate supply support activity in accordance with AR 710-2, paragraph 2-13.

2.2 Accounting for Army property

- a. All property acquired by the Army from whatever source, whether paid for or not, must be accounted for as prescribed by this regulation and other appropriate ARs. Such accounting will be maintained through formal records. The accounting will be continuous from the time of acquisition until the ultimate consumption or disposal of the property occurs. Supporting documents will be maintained as prescribed by appropriate regulations.
- b. Property is categorized for financial accounting and reporting purposes as real property or personal property. Real property consists of lands and structures. (See chap 4, sec I.) Personal property is made up of capital equipment and other nonexpendable supplies, collectively called nonconsumable supplies, and all consumable supplies. (See chap 4, sec II.)
- c. All property, except real property and contractor acquired property, acquired in any manner will be processed through and accounted for on a formal stock record account before issue.
- d. All Army property, except real property, will be classified for property accounting purposes as expendable, durable, or nonexpendable. Criteria for each accounting requirements code is shown in chapter 7. The physical characteristics and the anticipated use are the main factors in classifying an item. However, unit price will be considered to ensure that the costs of the accounting procedures being required are not out of proportion to the cost of the item being controlled. Items classified as--
 - (1) Nonexpendable will require formal property book accounting at the user level.
 - (2) Expendable or durable require no formal accounting after issue to the user level.
 - (3) Durable hand tools will be controlled at the user level using hand receipt procedures.
- e. Accountable officers will establish accountability for any property not accounted for as soon as he or she discovers it. Procedures are contained in DA Pamphlet 710-2-2, paragraph 14-2.
- f. Employees of the Army, both military and civilian, will turn in all found Government property to the supply system.

2.6 Inventories of property

a. Supplies and equipment on hand at U.S. Army Materiel Command (USAMC) accountable supply distribution activities and depots will be inventoried according to AR 740-26, paragraph 1-5b. Assets belonging to USAMC and stored at Army installations (other than AMC installations) will be physically inventoried according to the criteria in AR 740-26.

b. A complete physical inventory of all supplies and equipment in storage at supply support activities (SSA) awaiting issue or turn-in will be accomplished annually according to AR 710-2, paragraph 3-29c, 4-34, 5-23b or 6-14b as applicable. The results will be reconciled with the stock accounting records.

c. At the user level, all on-hand property carried on property book records and/or hand receipt records will be inventoried annually, or upon change of the primary hand receipt holder, whichever comes first. Upon change of the property book officer, all property not issued on hand receipt will be jointly inventoried by the outgoing and incoming property book officers. Conduct of these inventories will be documented and the results reconciled with the accounting records. See AR 710-2, table 2-1 for variances in the frequencies of these inventories. The above inventories will be accomplished in accordance with AR 710-2, paragraph 2-12d and table 2-1.

d. Real property will be physically inventoried once every 3 years or upon change of the accountable officer, whichever comes first per AR 420-17, paragraph 5-32h. The results will be reconciled with the accounting records.

e. Army war reserve - 3 (AWR-3) stocks. A 100 percent inventory will be conducted when ships are downloaded in port during cyclic maintenance vessel berthing.

f. Inventories will be conducted more often when prescribed by other regulations or when directed by the commander or the accountable officer. The person having possession of, or having command/direct responsibility over the property is responsible for the conduct of the inventory. The accountable officer will ensure inventories are conducted when required. A record of the inventory and all adjustment documents resulting from the inventory will be maintained with the property records for a minimum of 2 years.

2. SECTION-II Accountability and Responsibility

Subtopics:

- [Accountability](#)
- [Responsibility](#)
- [Relationship between accountability and responsibility](#)

2.7 Accountability

Accountability is the obligation of a person to keep records of property, documents, or funds. These records show identification data, gains, losses, dues-in, dues-out, and balances on hand or in use.

2.8 Responsibility

Responsibility is the obligation of an individual to ensure Government property and funds entrusted to his or her possession, command or supervision are properly used and cared for, and that proper custody and safekeeping are provided. Figure 2-1 shows the different types of responsibility and their relationship to the levels of command. The five different types of responsibility are--

Subtopics:

- [Command responsibility.](#)
- [Supervisory responsibility.](#)
- [Direct responsibility.](#)
- [Custodial responsibility.](#)
- [Personal responsibility.](#)
- [Responsibility relationships.](#)
- [Responsibility for public funds.](#)

2.8.A Command responsibility.

a. Command responsibility. The obligation of a commander to ensure all Government property within his or her command is properly used and cared for, and that proper custody and safekeeping are provided. Command responsibility is inherent in command and cannot be delegated. It is evidenced by assignment to a command position at any level and includes--

- (1) Ensuring the security of all property of the command, whether in use or in storage.
- (2) Observing subordinates to ensure their activities contribute to the proper custody, care, use, and safekeeping of all property within the command.
- (3) Enforcing all security, safety, and accounting requirements.

(4) Taking administrative or disciplinary measures when necessary.

2.8.B Supervisory responsibility.

b. Supervisory responsibility. The obligation of a supervisor to ensure all Government property issued to, or used by his or her subordinates is properly used and cared for, and that proper custody and safekeeping are provided. It is inherent in all supervisory positions, is not contingent upon signed receipts or responsibility statements and cannot be delegated. It arises because of assignment to a specific position and includes--

- (1) Providing proper guidance and direction.
- (2) Enforcing all security, safety, and accounting requirements.
- (3) Maintaining a supervisory climate that will facilitate and ensure the proper care and use of Government property.

2.8.C Direct responsibility.

c. Direct responsibility. The obligation of a person to ensure all Government property for which he or she has receipted, is properly used and cared for, and that proper custody and safekeeping are provided. Direct responsibility results from assignment as an accountable officer, receipt of formal written delegation, or acceptance of the property on hand receipt from an accountable officer. Commanders, and/or directors of separate TDA activities will determine and assign in writing those individuals who will have direct responsibility for property.

2.8.D Custodial responsibility.

d. Custodial responsibility. The obligation of an individual for property in storage awaiting issue or turn-in to exercise reasonable and prudent actions to properly care for, and ensure proper custody and safekeeping of the property are provided. Custodial responsibility results from assignment as a supply sergeant, supply custodian, supply clerk, or warehouse person, and is rated by and answerable directly to the accountable officer or the individual having direct responsibility for the property.

Responsibilities include--

- (1) Ensuring the security of all property stored within the supply room and storage annexes belonging to the supply room or SSA is adequate.
- (2) Observing subordinates to ensure their activities contribute to the proper custody, care, and safekeeping of all property within the supply

room and storage annexes belonging to the supply room or SSA.

(3) Enforcing all security, safety, and accounting requirements.

(4) When unable to enforce any of these, reporting the problem(s) to their immediate supervisor.

2.8.E Personal responsibility.

e. Personal responsibility. The obligation of a person to exercise reasonable and prudent actions to properly use, care for, and safeguard all Government property in his or her physical possession. It applies to all Government property issued for, acquired for, or converted to a person's exclusive use, with or without receipt.

2.8.F Responsibility relationships.

f. Responsibility relationships.

- (1) Command responsibility and supervisory responsibility depend on the location of the property within the chain of command. This responsibility is a part of a job or position and is incurred by assuming that command or supervisory position. It cannot be delegated.
- (2) Direct responsibility is a formal assignment of property responsibility to a person within the supply chain who has the property within his or her custody, but not necessarily in their possession or for their use. Accountable officers always have direct responsibility unless it has been specifically assigned to another person. Accountable officers may delegate such responsibility by written designation or by issue of the property on a hand receipt.
- (3) Personal responsibility always accompanies the physical possession of property.

2.8.G Responsibility for public funds.

g. Responsibility for public funds. A person who receives or handles public funds has personal responsibility for safeguarding those funds until they are deposited with a disbursing officer. That person is financially liable for the full value of the loss of funds when the loss is attributable to their personal negligence or misconduct.

2.9 Relationship between accountability and responsibility

Accountability pertains to maintaining formally prescribed property records for a property or sales account. It is an obligation officially assigned to a specific person and may not be delegated. Responsibility pertains to the care, custody, and safekeeping of Government

property. The specific type of responsibility depends on the relationship of the person to the property. Accountability and the five types of responsibility are separate obligations. They are incurred for separate reasons.

a. Accountability and each type of responsibility carry specific duties. Financial liability can be assessed against any person who fails, through negligence or misconduct, to perform those duties and where such failure is the proximate cause of a loss to the U.S. Government. (See para 13-28c.)

b. The appointment as an accountable officer for a stock record account and/or a property book account carries with it responsibility as follows: (1) At the stock record account level, the appointment as an accountable officer carries with it direct responsibility for all the property carried on the stock accounting records. This direct responsibility may be further delegated to the storage supervisor.

(2) At the property book level, the appointment as a PBO carries with it direct responsibility for all the property carried on the property book records that has not been issued on hand receipt. Property issued by a PBO on hand receipt (called the primary hand receipt) carries with it the delegation of direct responsibility for the property listed. Further hand receipting (sub-hand receipting) does not transfer direct responsibility nor relieve the primary hand receipt holder of his or her duties.

c. Any member of the U.S. Army, civilian or military, may be charged with responsibility for property.

d. A contractor is charged with direct responsibility for specifically identified GFP provided to the contractor under the terms of the contract.

7.0 Nonexpendable, Expendable, and Durable Property

Subtopics:

- [General accounting requirements](#)
- [Nonexpendable property](#)
- [Accounting for nonexpendable property](#)
- [Expendable property](#)
- [Accounting for expendable property](#)
- [Durable property](#)
- [Accounting for durable property](#)

7.1 General accounting requirements

a. All Army property, except real property, is classified for property accounting purposes as expendable, durable, or nonexpendable. The

Logistics Support Activity (LOGSA) assigns the accounting requirements code (ARC) using the ARC assignment criteria contained in DA Pamphlet 708-2, chapter 2, section XVI. An ARC is assigned to each item of supply to identify its specific classification and the degree of accounting and control that must be applied at the user level. The ARC is published in appropriate supply publications.

b. The criteria in this chapter will be used to classify nonstandard items locally procured or fabricated.

c. Army property, except for funds on the records of an FAO, which become lost, damaged, or destroyed through causes of other than fair wear and tear will be accounted for per paragraph 12-1 of this regulation.

7.2 Nonexpendable property

Nonexpendable property is personal property that is not consumed in use and that retains its original identity during the period of use. This includes all nonconsumable major end items authorized by DA-recognized authorization documents. (See AR 71-13, chapter 2, section III.) These items have an ARC of "N" in the Army Master Data File (AMDF). Commercial and fabricated items similar to items coded "N" in the AMDF are considered nonexpendable property.

7.3 Accounting for nonexpendable property

a. Nonexpendable property requires formal accountability throughout the life of the item. Nonexpendable items will be accounted for at the using unit level using property book procedures in accordance with AR 710-2, paragraph 2-5. Above the user level, accountability will be maintained using stock record accounting procedures in accordance with AR 710-2, section IV of chapter 3, 4, 5 or 6, as applicable. Other publications that include policy and procedures on accounting for property are AR 710-1, AR 725-50, and DA Pamphlets 710-2-1 and 710-2-2.

b. Additional commodity unique requirements are contained in the commodity oriented regulations cited in AR 710-2, paragraph 1-1, and chapter 4 of this regulation.

7.4 Expendable property

Expendable property is property that is consumed in use, or that loses its identity in use. It includes items not consumed in use, with a unit cost of less than \$300 and having a

controlled inventory item code (CIIC) of "U" or "7" assigned. The following classes or types of property will be classified as expendable.

- a. Supplies consumed in the maintenance and upkeep of public service. Examples are oil, paint, fuel, and cleaning and preserving materials.
- b. Supplies that lose their identity when used to repair or complete other items. Examples are assemblies, repair parts, and accessories.
- c. Supplies consumed by Government activities in the manufacturing, testing, sampling, or for experimental purposes. Also included are audiovisual products, training devices, training aids, and displays when these supplies will be consumed or rendered unserviceable for the purpose originally intended.
- d. Office supplies and equipment (such as paper, staplers, and hole punchers) with a unit cost of less than \$300.
- e. Subsistence items.
- f. Commercial or fabricated items similar to items with an ARC of "X" (expendable) in the AMDF.
- g. Special tooling, jigs, fixtures, and templates, provided--
 - (1) Like item is not available through normal supply channels.
 - (2) Item is fabricated for exclusive use by Industrial Operations Command (IOC) depot in depot rebuild programs, and costs less than \$2,500.

7.5 Accounting for expendable property

- a. Accounting for expendable property before issue to the user is the same as accounting for durable and nonexpendable property.
- b. Expendable property authorized by an MTOE or TDA, and deployable or augmentation property authorized by a CTA will be accounted for on property book records.
- c. All other expendable property is considered, for accounting purposes, to be consumed upon issue; consequently, no formal accounting of expendable property is required after issue from the SRA level, to the user level.
- d. Some items, although classified as expendable, are of such a nature as to require additional supply and issue controls. Such controls, when needed, will be prescribed by the wholesale item manager. Examples are shown below.
 - (1) Expendable items, component assemblies, repair parts, and accessories identified as recoverable or pilferable items. (See AR 710-2, paragraph 2-6e.)

- (2) Drugs identified by The Surgeon General. (See AR 40-61, chapter 3.)
- (3) Udenatured alcohol and alcoholic liquors. (See AR 40-61, paragraph 3-55.)
- (4) Food items at the dining facility level. (See AR 30-1, chapter 7.)
- (5) Bulk Fuels. (See AR 710-2, paragraph 2-35.)
- (6) Subsistence drawn for training. (See Common Table of Allowances (CTA) 50-970 and AR 30-1, paragraph 10-12.)
- (7) Tools. When expendable tools are issued to the user, issues will be controlled and responsibility assigned by using hand receipt, component hand receipt, tool room, or tool crib procedures. (See AR 710-2, paragraph 2-10.)
- (8) Facilities Engineering supplies. (See AR 420-17, chapter 6.)
- (9) Radio frequency (RF) tags. (See AR 710-2, paragraph 1-29.)
- e. Items which are issued for the purpose of destructive testing and experiments will be accounted for as expendable property. These include items that are issued to--
 - (1) An Army activity or a Government laboratory for use in tests or experiments that will cause the items to be destroyed, made useless, or undergo identity change.
 - (2) An Army activity for use as training aids, devices, or displays that will be consumed in training, with the understanding that when the items are no longer needed they will be disposed of under current supply procedures.
- f. Private firms likely to become manufacturers of supplies or equipment, or to perform services under a contract with the Army, may be issued free samples on approval of procuring activity. Such items will be accounted for as expendable property.
 - (1) All items will be credited to the SRA on issue and no further accounting will be required.
 - (2) Written authority for the transfer will be filed with a valid credit voucher. Any of the following is considered a valid credit voucher:
 - (a) Receipt from a commercial carrier or transportation agency.
 - (b) Certificate of the accountable officer showing the date and place items were mailed.
 - (c) Receipt from an authorized representative of the private firm or organization.
- g. Fabricated items described in paragraph 7-4h above will be accounted for as expendable property. However, a control point will be established for fabricated items earmarked for reuse. Before fabricating a new item, a check of the control point for a like item already on hand will be made.

7.6 Durable property

Durable property is personal property that is not consumed in use, does not require property book accountability, but because of its unique characteristics requires control when issued to the user. The following classes or types of property will be coded durable and responsibility assigned as follows:

- a. All hand tools in Federal Supply Classes (FSC) 5110, 5120, 5130, 5133, 5136, 5140, 5180, 5210, 5220, and 5280 with a unit price greater than \$5.00. When the unit of issue contains more than one item (e.g. package, box, dozen, etc) and the cost of a single item (unit of measurement) is less than \$5.00, the hand tool will be treated as an expendable item at the user level, even though it is coded as durable in the AMDF.
- b. Personal property in FSC 3510, 4110, 4140, 6240, 7105, 7110, 7125, 7195, 7210, 7220, 7230, 7290, 7310, 7320, 7350, 7820, and 7910, having a unit cost of over \$300, but less than \$2,500, and assigned a CIIC of "U" or "7."
- c. Nonconsumable supply class VIII items as limited by AR 40-61, and not otherwise coded with an ARC of "N" (nonexpendable) in the AMDF.
- d. Commercial and fabricated items similar to those items coded with an ARC of "D" (durable) in the AMDF.
- e. Audiovisual production master material and copies that are accounted for under AR 25-1.

7.7 Accounting for durable property

- a. Accounting procedures for durable items before issue to the user level are the same as for expendable and nonexpendable items.
- b. Accounting for durable property at the user level is not required. However, because of the nature of these items, they must be controlled and responsibility assigned as follows--
 - (1) Durable hand tools that are components of sets, kits, or outfits will be controlled using hand receipt annexes or component hand receipts, per AR 710-2, paragraph 2-10h.
 - (2) Durable hand tools that are not components of sets kits, or outfits will be controlled using hand tool receipts and sub-hand receipts. Tool room or tool crib procedures may be used in lieu of hand receipts and sub-hand receipts in accordance with AR 710-2, paragraph 2-10i, or j, as applicable, and DA Pamphlet 710-2-1, paragraph 6-3.
 - (3) Durable property in FSCs 3510, 4110, 4140, 6240, 7105, 7110, 7125, 7195, 7210, 7220,

7230, 7290, 7310, 7320, 7350, 7820, and 7910 will be monitored by the commander or the head of the activity. Annually, the commander or the head of the activity will conduct a management review of all the on hand durable items within the above FSCs to determine whether there are any indications of any missing items, and whether there are any indications of fraud, waste or abuse. Anytime there are indications of lost, damaged or destroyed property, the commander or the head of the activity should initiate a report of survey investigation or an AR 15-6 investigation to determine corrective measures that can be taken to correct the deficiency causing the loss, and determine whether financial liability should be assessed. The commander or the head of the activity will document that a management review of durable property was conducted, stating what the results were, and what corrective actions, if any, were taken. Documentation will be prepared in the form of a memorandum for record in duplicate. One copy will be retained at the unit or activity, and one copy provided to the next level of command. These memorandums for records will be retained on file for 2 years before being destroyed.

11.0 Command Supply Discipline Program (CSDP)

Subtopics:

- [Introduction](#)
- [Program Guidance](#)

11. SECTION-I Introduction

Subtopics:

- [General information](#)
- [CSDP purpose](#)
- [Explanation of terms that apply to the CSDP.](#)
- [CSDP responsibilities](#)

11.2 CSDP purpose

- a. The purpose of the CSDP is to--
 - (1) Establish supply discipline as regulatory guidance.
 - (2) Standardize supply discipline requirements.
 - (3) Provide responsible personnel with a single listing of all existing supply discipline requirements.
 - (4) Make the U.S. Army more efficient regarding time spent monitoring subordinates' actions.
- b. To achieve the above purpose, the CSDP will-

- (1) Ensure compliance with DA supply policy and procedures.
- (2) Determine the adequacy of established DA supply policy and procedures.
- (3) Identify supply problems to permit timely corrective action within the chain of command.

11.3 Explanation of terms that apply to the CSDP.

Subtopics:

- [Supervisory personnel.](#)
- [Supply economy.](#)
- [Supply discipline.](#)
- [The CSDP.](#)
- [Repeat finding.](#)
- [Requirements listing.](#)

11.3.A Supervisory personnel.

a. Supervisory personnel. All individuals in a position of responsibility whose job involves them with supply operations within or for the U.S. Army force structure. This applies to officers, warrant officers, NCOs, and civilians.

11.3.B Supply economy.

b. Supply economy. The conservation of materiel by every individual dealing with Army supplies to ensure that only the proper item in the necessary amount is used to accomplish a task. The term Stewardship of Resources is synonymous with Supply Economy.

11.3.C Supply discipline.

c. Supply discipline. The compliance with established DA regulations to effectively administer supply economy. Supply discipline applies to the use of supply funds and to all functions and levels of supply operations, (from contractor through the wholesale and retail level, to the user).

11.3.D The CSDP.

d. The CSDP. A four-fold program addressing--

- (1) Responsibilities of commanders and supervisory personnel to instill supply discipline in their operations.
- (2) Guidance for evaluating supply discipline.
- (3) Feedback through command and technical channels for improving supply policy.
- (4) Follow-up to ensure supply discipline is maintained.

11. SECTION-II Program Guidance

Subtopics:

- [The CSDP's intent](#)
- [The CSDP implementation procedures](#)
- [Monitoring--MACOM and DA levels only](#)

11.5 The CSDP's intent

a. The CSDP is designed as a commander's program and directed at eliminating noncompliance with supply regulations. To accomplish this, the CSDP assists commanders by enabling them to become aware of DA regulatory supply requirements.

b. The CSDP is not intended to be solely an inspection program. Rather, responsible personnel are expected to use the program to--

- (1) Gain familiarity with established policy.
- (2) Enforce compliance with policy by subordinate personnel.

c. Evaluations are a necessary part of the CSDP in order to monitor performance. The intended result is to factually present to the commander what supply problems exist so the chain of command can initiate prompt corrective action.

12.0 Methods of Obtaining Relief from Responsibility for Property

Subtopics:

- [General actions to protect Government property](#)
- [Actions to take when individuals admit liability](#)

12.1 General actions to protect Government property

Subtopics:

- [Administrative action.](#)
- [Reporting requirements.](#)
- [Administrative action taken for causes of other than fair wear and tear.](#)

12.1.A Administrative action.

a. Administrative action. Administrative measures available to commanders to ensure enforcement of property accountability. When property becomes lost, damaged, or destroyed, use one of the adjustment methods discussed in this regulation.

(1) The methods discussed below are designed to protect the right of the U.S. Government to obtain reimbursement for the loss, damage, or destruction of Government property caused by negligence or misconduct. These methods:

- (a) Are materiel accounting oriented and are not appropriate for, nor intended to be used as corrective action or punishment, when negligence or willful misconduct is known or

suspected to have contributed to the loss, damage, or destruction of Government property.

(b) Do not constitute a punishment.

(c) Do not and should not preclude the use of adverse administrative or disciplinary measures.

(2) Commanders who determine that the cause of loss, damage or destruction warrants adverse administrative or disciplinary action should take appropriate action. These actions include, but are not limited to--

(a) An oral or written reprimand.

(b) Appropriate remarks in officer's, noncommissioned officer's, and civilian's evaluation reports.

(c) MOS reclassification.

(d) Bar to reenlistment.

(e) Action under the UCMJ. ARNG members who are not in the Federal service are not subject to the UCMJ; they are subject to the military codes of their state.

(f) Adverse actions against civilian personnel as authorized.

13. SECTION-I General

Subtopics:

- [Purpose of a report of survey](#)
- [Mandatory initiation of a report of survey](#)
- [Related reports of survey](#)
- [Chain of command for processing reports of survey](#)
- [Time constraints for processing reports of survey](#)
- [Report of survey initiator](#)
- [Time constraints for initiation of reports of survey](#)
- [Basic requirements for DA Form 4697](#)
- [Preparation requirements for DA Form 4697](#)
- [Distribution](#)
- [Disposition of damaged property](#)

13.2. Mandatory initiation of a report of survey

a. Initiate and process a report of survey to account for lost, damaged, or destroyed U.S. Government property when one or more of the situations listed below exist. Tables 12-1 and 12-2 display this data in chart form, segregated for damaged property and lost or destroyed property. Process the report of survey in accordance with the version of this regulation in effect at the time the loss, damage or destruction occurred. A report of survey will be processed when—

(1) Negligence or willful misconduct is suspected as the cause, and the individual does not admit liability and refuses to make voluntary reimbursement to the Government for the full value of the loss, less depreciation.

(2) The property loss, damage, or destruction involves a change of accountable officer's inventory and the outgoing accountable officer made no voluntary reimbursement for the full amount of the loss to the Government.

(3) The value of the admitted loss, damage, or destruction exceeds the individual's monthly basic pay.

(4) The value of the damages or shortages in occupied Government quarters (real property and furnishings combined) or Government furnishings in non-Government quarters exceeds the individual's monthly basic pay.

(5) The total handling loss of a specific bulk petroleum product exceeds the allowable loss for that product, and the dollar value of the total loss exceeds \$500. See AR 710-2, paragraph 2-35i.

(6) The Loss or destruction involves a sensitive item. Investigate sensitive items lost or destroyed per AR 15-6.

However, do not use the AR 15-6 investigation as authority to adjust property records or to assess financial liability.

Process a report of survey to accomplish either of these actions. When using an AR 15-6 investigation, do not request a separate investigation by a survey officer.

(7) The loss or destruction involves public funds or other negotiable instruments.

(8) Required by higher authority or other DA regulations.

(9) Directed by an inventory adjustment report (IAR) approving authority.

(10) The loss or damage involves a GSA vehicle, and the administrative actions under paragraph 12-1c above have not been taken.

(11) The loss resulted from a fire, theft or natural disaster.

b. Paragraph 13-24 discusses the relationship between an AR 15-6 investigation and a report of survey, and the processing procedures.

c. AR 190-11, appendix E, contains mandatory requirements for initiating an AR 15-6 investigation.

d. Accounting for the loss or destruction of small arms ammunition.

(1) *Stock record level.* Do not use an AR 15-6 investigation or a report of survey for small arms ammunition unless the quantity lost or destroyed

equals or exceeds those listed in AR 190-11, appendix E. If the quantity lost or destroyed does not warrant an AR 15-6 investigation, prepare the adjustment using inventory adjustment report procedures under the provisions of paragraph 14-29.

(2) *Property book level.* When the loss or destruction involves small arms ammunition, process a report of survey to adjust the quantity on the property book record.

GLOSSARY

Section I

Abbreviations

ABL

ammunition basic load

A&E

ammunition and explosives

AAC

acquisition advice code

AAFA

Army aviation flight activities

AAR

administrative adjustment report

AASF

Army aviation support facilities

ACCOR

Army COMSEC Central Office of Record

ACWT

average customer wait time

ADP

automated data processing

ADPE

automated data processing equipment

ALC

Accounting Legend Code

ALW

allowance

AMC

Army Materiel Command

AMDF

Army Master Data File

ANMCS

anticipated not mission capable supply

AR

Army Regulation

ARC

accounting requirements code

ARI

automatic return item

ARNG

Army National Guard

ASIOE

Associated Support Items of Equipment

ASL

authorized stockage list

ASP

ammunition supply point

AUTODIN

Automatic Digital Network

AUTOSEVOCOM

Automatic Secure Voice Communications Network

AUTOVON

Automatic Voice Network

AV

aviation

AVCRAD

aviation classification repair activity depots

AVFUEL

aviation fuel

AVGAS

aviation gasoline

AVIM

aviation intermediate maintenance

AVUM

aviation unit maintenance

AVOIL

aviation oil

AWOL

absent without leave

BII

basic issue item

BOI

basis of issue

BUR

bottoms-up reconciliation

CAGE

Commercial and Government Entity Code

CAM

chemical agent monitor

CBS-X

Continuing Balance System-Expanded

CCA

Central Collection Agency

CCE

commercial construction equipment

CCI

controlled cryptographic item

CCISP

controlled cryptographic item serialization program

CEAS

commissary equipment authorization schedule

CG

Commanding General

CIF

central issue facility

CIIC

controlled inventory item code

CLSF

COMSEC logistic support facilities

CMCS

COMSEC Materiel Control System

CMDSA

COMSEC Materiel Direct Support Activity

CNGB

Chief, National Guard Bureau

COEI

components of end items

COMSEC

communication security
CONUS
continental United States
COPARS
contractor operated parts store
COSCOM
Corps Support Command
CDSP
Command Supply Discipline Program
CRP
central receiving point
CS
combat stockage
CTA
common table of allowances
CXL
canceled
DA
Department of the Army
DAMPL
Department of the Army Materiel Priority List
DAO
division ammunition officer
DFSC
Defense Fuel Support Center
DFSP
Defense Fuel Support Point
DGSC
Defense General Supply Center
DIC
document identifier code
DISCOM
division support command
DLA
Defense Logistics Agency
DLOGS
Division Logistics
DMSO
Division Medical Supply Officer
DOD
Department of Defense
DODAAC
Department of Defense Activity Address Code
DODIC
Department of Defense Small Arms Serialization Program
DOL
director of logistics
DRMO
Defense Reutilization and Marketing Office
DS
direct support
EC
essentiality code
ECS
equipment concentration site

EDD
estimated delivery date
EIC
end item code
EIR
equipment improvement recommendation
EOD
explosive ordnance disposal
EPA
Environmental Protection Agency
ERC
equipment readiness code
ERPSL
essential repair parts stockage list
ESR
equipment status report
FAD
Force/Activity Designator
FAO
finance and accounting office
FAR
Federal Acquisition Regulation
FMS
foreign military sales
FOB
free on board
FSC
Federal supply class
FSG
Federal supply group
FTX
field training exercise
FWT
fair wear and tear
FY
fiscal year
GBL
government bill of lading
GOCO
Government-owned, contractor-operated
GS
general support
GSA
General Services Administration
HQDA
Headquarters, Department of the Army
HRH
hand receipt holder
IAR
Inventory Adjustment Report
ICP
Inventory Control Point
IDS
intermediate direct support
IFMS
interagency fleet management system

IGS
intermediate general support
IMPE
information management processing equipment
IMPL
initial mandatory parts list
INSCOM
U.S. Army Intelligence and Security Command
IPD
issue priority designator
LBAD
Lexington-Blue Grass Army Depot
ISD
installation supply division
JTA
Joint Table of Allowances
JTX
joint training exercise
LCA
logistic control activity
LIF
Logistics Intelligence File
LIN
line item number
LTC
Lieutenant Colonel
MACOM
Major Army Command
MAL
master authorization list
MATCAT
materiel category
MATES
mobilization and training equipment sites
MBPAS
Monthly Bulk Petroleum Accounting Summary
MCN
management control number
MDC
magazine data card
MDS
model/design/series
MHE
material handling equipment
MILSTRIP
Military Standard Requisitioning and Issue Procedures
MOA
memorandum of agreement
MOGAS
motor gasoline
MOS
military occupational specialty
MOU
memorandum of understanding
MPL
mandatory parts list
MPN
manufacturer's part number
MS
minimum stockage
MSC
Military Sealift Command, Major Subordinate Command
MSE
Mobile Subscriber Equipment
MTOE
modification table of organization and equipment
MUC
maintenance use code
MWO
modification work order
NCO
noncommissioned officer
NDCC
National Defense Cadet Corps
NGB
National Guard Bureau
NGR
National Guard Regulation
NICP
National Inventory Control Point (also see ICP)
NIIN
national item identification number
NLT
not later than
NMCS
not mission capable supply
NSN
national stock number
NTV
non-tactical vehicle
OCIE
organizational clothing and individual equipment
OCONUS
Outside Continental United States
OIC
officer in charge
OL
operating level
OMA
Operation Maintenance, Army
ORF
operational readiness float
OSHA
Occupational Safety Health Agency
PBO
Property Book Officer
PCS
permanent change of station
PD
priority designator

PHRH
primary hand receipt holder
PLL
prescribed load list
POL
petroleum oils and lubricants
POM
preparation for overseas movement
QASAS
Quality Assurance Specialist Ammunition Surveillance
QDR
quality deficiency report
QPBS
Quantity possessed by soldiers
QSL
quality status listing
QSS
quick supply store
RATTS
Radio Active Testing and Tracking System
RC
Reserve Component; recoverability code
RDD
required delivery date
REQ-VAL
requisition validation
RICC
reportable item control code
ROD
report of discrepancy
ROTC
Reserve Officer's Training Corps
RPSTL
repair parts special tools list
RX
repairable exchange
SA
stockage allowance
SAILS
Standard Army Intermediate Level Supply System
SASSO
small arms serialization surety officer
SAVAR
Standard Army Validation and Reconciliation System
SC
supply catalog
SDD
standard delivery date
SER
serial number
SF
standard form
SFC

sergeant first class
SIMS-X
Selected Item Management System-Expanded
SINCGARS
Single Channel Ground Airborne Radio system
SKO
sets, kits, and outfits
SLAC
support list allowance card
SMC
State Marksmanship Coordinator
SN
serial number
SOP
standard operating procedure
SOS
source of supply
SPBS
Standard Property Book System
SPBS-R
Standard Property Book System-Redesigned
SPBS-R-I-TDA
Standard Property Book System-Redesigned - Installation- TDA
SSA
supply support activity
SSG
staff sergeant
SSSC
self-service supply center
STAMIS
Standard Army Management Information System
STARC
State Army Reserve Command
TAAC
Training Ammunition Authorization Committee
TAACOM
Theater Army Command
TAFR
Training Ammunition Forecast Report
TAG
The Adjutant General
TAMIS
Training Ammunition Management Information System
TAMS
Training Ammunition Management System
TASA
total authorized stockage allowance
TAT
to accompany troops
TB
technical bulletin
TDA
table of distribution and allowances

TDY
temporary duty

TM
technical manual

TMDE
Test, Measurement, and Diagnostic Equipment

TOE
table of organization and equipment

TP
total package

TPF
total package fielding

TRC
type requirement code

TRADOC
U.S. Army Training and Doctrine Command

TTP
trailer transfer point

TSA
Troop Support Activity

UI
unit of issue

UIC
unit identification code

ULLS
Unit Level Logistics System

UMMIPS
Uniform Materiel Movement and Issue Priority System

UND
urgency of need designator

USACIDC
U.S. Army Criminal Investigation Command

USACSLA
U.S. Army Communications Security Logistics Activity

USAISC
U.S. Army Information Systems Command

USAMMA
U.S. Army Medical Materiel Agency

USAOMMCS
U.S. Army Ordnance, Missile, and Munitions Center and School

USAPC
U.S. Army Petroleum Center

USAR
U.S. Army Reserve

USARC
U.S. Army Reserve Component

USPFO
U.S. Property and Fiscal Office

VTAADS
Vertical- The Army Authorization Document System

WARS
Worldwide Ammunition Reporting System

W/ESDC
weapon/equipment system designator code

WO1
Warrant Officer One

WPE
word processing equipment

Student Handout 3

Extract From DA Pam 710-2-1, Using Unit Supply System (Manual Procedures)

This student handout contains 13 pages extracted from DA PAM 710-2-1. These pages may not mirror the format of the paper-based regulation; however, the actual text does.

Chap 5	Para 5.0, 5.1, 5.3, and 5.6
Chap 9	Para 9.3 and 9.6

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE FREE CONDITION. DAMAGE, IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES MAY SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

5.0 Assigning Responsibility for Property

Subtopics:

- [Overview](#)
- [The property book](#)
- [Hand receipt procedures](#)
- [Temporary hand receipt procedures](#)
- [Temporary loan of ARNG and USAR equipment to the Active Component](#)
- [Use of DA Form 3749 \(Equipment Receipt\)](#)
- [Management of property by use of an inventory list](#)

5.1 Overview

a. This chapter gives procedures for assigning responsibility for property. It also includes procedures for managing property by using an inventory list.

b. Various records are used to assign responsibility for property. These records are:

- (1) The property book.
- (2) Hand and subhand receipts.
- (3) Temporary hand receipts.
- (4) Equipment receipts.

c. General requirements for keeping records of responsibility are in (1) through (3) below. Specific instructions for keeping these records are in the rest of this chapter.

- (1) Responsibility must be assigned for items accounted for on the property book.
- (2) Items coded as durable are not generally accounted for on property books; but responsibility for these items must still be assigned. Individual hand tools classified as durable in the AMDF, or commercial or fabricated items similar to "D" in the AMDF will be assigned responsibility when issued to the hand receipt holder.
- (3) Responsibility for expendable items does not need to be assigned, except for sensitive expendable items and tools issued from a toolroom. Expendable items do not need to be entered on and or subhand receipts. However, everyone is responsible for taking care of these items. Expendable components of End Items which require use of a component listing or shortage annex will be listed and identified on the document. Hand receipt holders will assume responsibility for these items upon signing the document. Control sensitive expendable items and tools issued from a toolroom using hand receipt or temporary hand receipt procedures in chapters 5 or 6, as applicable.

5.3 Hand receipt procedures

The commander having command responsibility appoints primary hand receipt holders (PHRHs). In a TDA organization the Commander or a civilian director has command responsibility or supervisory responsibility, respectively, for property within the organization. They may designate persons to be PHRHs who will have direct responsibility for property authorized by TDA.

a. Hand receipts are required whenever property book or durable items are issued. The hand receipt lists the property that has been issued. The signature of a person on a hand receipt establishes direct responsibility. Prepare separate hand receipts for installation and organization property.

b. Use DA Form 2062 (Hand Receipt/Annex Number) to record the issue of property book and durable items. Prepare the form in two copies. DA Form 2062 may be overprinted. The person who prepares the DA Form 2062 must keep all copies of hand or subhand receipts current.

(1) For hand receipts prepared by the PBO; the original is kept by the PBO. Copy number 2 is provided to the hand receipt holder.

(2) For subhand receipts prepared by the hand receipt holders; the original is kept by the hand receipt holder. Copy number 2 is provided to the subhand receipt holder. There is no restriction on the number of times property can be subhand receipted, but under normal circumstances, should not exceed from the commander, to the supervisor, to the user.

c. Figure 5-1 gives instructions for preparing DA Form 2062 for use as a hand or subhand receipt. A sample DA Form 2062 prepared as a subhand receipt is shown in figure 5-2. File hand and subhand receipts according to AR 25-400-2, as applicable.

d. Keep hand and subhand receipts current. Do this by posting changes as they occur or by using change documents. When change documents are used, the following procedures apply:

- (1) Use DA Form 3161 for issue and turn-in transactions between the PBO and the hand receipt holder. The form is also used for issue and turn-in transactions between the hand receipt holder and the subhand receipt holder. Prepare the form in two copies. The original is kept by the person who issues or turns in the item. The person receiving the property keeps the second copy. When an end item issued on a

change document has component shortages, prepare a hand receipt annex (para 6-1) to document the missing components. Do not assign an annex number until the change document is posted to the hand or sub hand receipt. Add after the item description (col C) the words "with H/R Annex" for cross-reference purposes. File copies of change documents with the proper hand or subhand receipt. Figure 5-3 gives instructions for preparing DA Form 3161 as a change document.

(2) Post change documents to hand or subhand receipts:

(a) At least every 6 months. The 6-month period is based on the date of the oldest change document.

(b) Before the change of hand or subhand receipt holders.

Note. When the hand receipt holder is replaced, all property listed on the hand receipt will be inventoried. The inventory will be accomplished before the new hand receipt holder assumes responsibility for the property. Responsible officer will specify how much time will be allowed to conduct the inventory. When a hand receipt holder leaves the area of his/her primary duties for a period in excess of 30 calendar days e.g., TDY, leave, emergency, hospitalization or extended detached duty, the commander/activity chief will appoint a temporary hand receipt holder. A joint inventory will be conducted upon departure and return of the hand receipt holder. This will ensure that direct responsibility for the property is maintained in a continuing basis.

(c) Before a change of responsible officer inventory is made.

(d) Change documents are not required to be posted to hand receipts for furnishings in family quarters.

(3) Post change documents to hand or subhand receipts as follows:

(a) Compare all change documents. When an issue and a turn-in has been made for the same item, post only the difference in quantity. Line out serial numbers for items turned in. Enter new serial numbers if they are recorded on the property book.

(b) Add quantities issued to the old quantity shown for the item; enter the new quantity in the next quantity column. Add new serial numbers to the hand receipt if they are recorded on the property book. If an issued item is not already listed on the hand or subhand receipt, enter it on the next available line.

(c) Subtract quantities turned in or expended as operational load from the old quantity shown for the item; enter the new quantity in the next quantity column. If new quantity is zero (0), line out the block. Line through the serial numbers of items turned in.

(d) Advance all other quantities to the next quantity column. Line out unused blocks in the column. Have the hand or subhand receipt holder sign and date the receipt.

(e) Destroy change documents after actions in (a) through (d) above have been completed.

(f) Hand receipt annexes prepared per paragraph 5-3d(1) above will be assigned an annex number and filed with the hand receipt or subhand receipt to which it applies.

(4) DA Form 2407 will be used to document items turned in for repair between the PBO and the hand receipt holder.

5.4 Temporary hand receipt procedures

Hand receipt holders of one unit will not loan items to members of another unit unless approval is first obtained from the appropriate authority. For temporary loans within a component the owning PBO is the approving authority. Exception: Equipment on hand receipt to USAR ECS and ARNG mobilization annual equipment training sites (MATES). For loan of ARNG and USAR equipment to the Active Component, requests must be initiated at the MACOM level and approved by the Reserve Component headquarters (NGB or USARC) owning the equipment. See paragraph 5-5, for temporary loans to Active Components. Equipment authorized an activity funded by AIF will not be permanently loaned to another activity. If the equipment is not required for mission accomplishment, action will be taken to change the applicable TDAs in accordance with AR 71-13. When property is issued or loaned for periods up to 30 calendar days, the following procedures may be used:

a. Prepare DA Form 3161 (in two copies) as a temporary hand receipt. The person issuing the items keeps the original copy. The person receiving the items keeps the second copy. Figure 5-4 gives instructions for preparing DA Form 3161 as a temporary hand receipt. Temporary hand receipt may be accomplished by use of a locally procured rubber stamp used in conjunction with the receipt document. The rubber stamp must contain the essential elements of data for a hand receipt.

- b. Prepare a folder for filing temporary hand receipts. File the original copies in date sequence.
- c. Destroy both copies of temporary hand receipts when the property is returned.
- d. Review the temporary hand receipt file daily to find if any are due to expire shortly. Within 5 days prior to expiration of the temporary hand receipt, take the following actions:
 - (1) Notify the hand receipt holder and arrange for return of the property not later than the expiration date. Destroy all copies of the hand receipt when the property is returned.
 - (2) If the person still needs the property, issue it using hand receipt procedures.
- e. Classified COMSEC materiel may be hand receipted by the COMSEC custodian using SF 153 to persons cleared and authorized to receive the materials. When operational requirements dictate, the custodian may authorize hand receipt holders to subhand receipt classified COMSEC materiel. COMSEC custodians must keep accurate records showing status of materiel to allow discharge of their responsibilities to the Army COMSEC Central Office of Record (ACCOR). Detailed procedures for the hand receipt of COMSEC materiel are contained in TB 380-41.

5.6 Use of DA Form 3749 (Equipment Receipt)

- a. Use DA Form 3749 to assign responsibility for property that is issued to the same person for brief recurring periods. Examples are the NBC masks, individually assigned weapons, and radiac equipment issued for training.
- b. Prepare a DA Form 3749 for each individually assigned weapon and other items. Give the receipt to the soldier that will receive the item. Do not prepare new DA Forms 3749 when there is a change of the responsible officer. Continue to accept DA Forms 3749 issued by previous responsible officers as long as the bearer of the card is validly listed on the master authorization list. Prepare and send a new DA Form 3749 when old card is lost, mutilated, or destroyed; when a new member is assigned to a unit; or when the soldier is assigned a different item. Figure 5-5 gives instructions for preparing DA Form 3749.
- c. Equipment (other than weapons) will be controlled as follows:
 - (1) When the equipment is issued, the person receiving it will give the DA Form 3749 for the item to the person making the issue.

- (2) When the item is returned, the DA Form 3749 will be returned to the person.
- d. Weapons will be controlled as follows:
 - (1) The unit armorer must keep a master authorization list (MAL). The MAL will contain the names and unit of the soldiers who will receive issues, and the number of the equipment receipts. Keep the MAL updated to show personnel changes. Before a weapon is issued, the armorer must check each soldier's DA Form 3749 with the MAL to make sure there is no unauthorized issue of weapons.
 - (2) When individually assigned weapons are issued for 24 hours or less, only the turn-in of DA Form 3749 is required. An entry in the control sheet or log is not required for issues of 24 hours or less.
 - (3) When individually assigned weapons are issued for periods over 24 hours, the receiving soldier must turn in the DA Form 3749 for the weapon to the person making the issue. The soldier will also make an entry on the control sheet or the log that contains the date of the issue. The soldier will enter in ink the nomenclature and serial number of the item received the time of issue, and his or her signature. Enter the signature as it appears on the DA Form 3749.
 - (4) When weapons are turned in, close out the control sheet. Return the soldier's DA Form 3749. The person receiving the weapon will enter the date, time, and his or her initials on the control sheet.
 - (5) Keep the weapons control sheet in the unit active file. Keep it until completion of the next monthly (quarterly for USAR and ARNG) inventory by serial number. Then destroy the control sheet.
 - (6) When a single weapon is needed for issue to more than one soldier, prepare DA Form 3749 for each soldier authorized to use the weapon. Issue the weapon per paragraphs (1) through (4), above, except that control sheet entries are required regardless of the time period for which the weapon is issued.
 - (7) When other than individually assigned weapons are issued, use hand or temporary hand receipt procedures. Control sheet entries are also required.
 - (8) The responsible officer will set up different procedures for the issue and control of weapons for interior guards and other guard force personnel only when procedures in (1) through (7) above are not practical.
 - (9) A consolidated arms room operation requires establishment of a landlord/tenant relationship.

This is needed to make the landlord responsible for physical security, including locking outer doors and controlling keys to those doors. The landlord will be responsible for setting up proper standing operating procedures (SOPs) for all using units. The landlord will also make sure the SOPs are followed. SOPs must also be developed for key control and for executing memorandum of agreement outlining responsibilities for sharing the arms room. The landlord does not have to enter the property accountability chain of the using units to maintain effective physical security. Arms stored in consolidated arms rooms will be separated by unit or battery (HQ battery, etc.). Tenant commanders are responsible for their own weapons.

9.3 Change of hand receipt holder inventory

When the hand receipt holder is replaced, all property listed on hand receipts will be inventoried by the incoming and outgoing PHRH. Thirty days will be allotted to conduct the joint inventory. When the inventory cannot be completed in the allotted time, request extension in writing to the commander/supervisor. See AR 710-2, paragraph 2-12 and table 2-1 for specific instructions.

a. For conduct of the inventory use the following procedures:

- (1) Take these actions prior to the inventory:
 - (a) Check with the next higher commander/supervisor for any instructions.
 - (b) Make sure all hand or sub-hand receipts and annexes with change documents are updated.
 - (c) Review the hand receipt to find the type of items to be inventoried. If needed, select personnel to assist in the inventory and give them instructions.
 - (d) Notify sub-hand receipt holders of when and how the inventory is to be conducted.
 - (e) Review DA Pam 25-30 to ensure that the most current supply catalogs, component lists, technical manuals, and other related publications are used during the inventory. In the event the most current publications are not on hand, the outgoing hand receipt holder will place required publications on order during the inventory. The incoming hand receipt holder will inventory by the publication on hand or, if no publication is on hand, by preparing a component list of items on hand pending receipt of the most current publication. The commander/supervisor for whom the property book is kept will be informed of this action.

(f) Immediately upon receipt of the current publication, the hand receipt holder will direct a 100 percent inventory be taken to determine any overages/shortages. Overages will be turned in. Shortages will be accounted for as follows:

(g) When the publication indicates a publication as being newly added, request the item.

(h) When the publication indicates a component is not new or is being deleted, and the component was not on hand during the original inventory, action will be taken per AR 735-5.

b. Inventory the property as follows:

(1) Check all items to make sure the item and their description on the unit property book or hand receipt match. Make a list of any differences.

(2) Make a visual check of the condition of the property. Make a list of any damaged equipment.

(3) Count all items listed on the hand receipt. Make a list of any overages or shortages.

(4) Check end items for completeness. Use the proper TM or SC to identify components. Make sure that component shortages are listed on hand receipt shortage annexes. Check the document register to make sure that component shortages are on request. Make a list of component shortages that are not listed on hand receipt shortage annexes. Make a list of any component overages.

(5) Check the serial number on the item with that recorded on the hand receipt. Make a list of any serial number differences.

(6) If items are in maintenance, make sure the maintenance request is valid. Check all open maintenance requests with the supporting maintenance facility.

(7) Report damaged equipment to unit maintenance personnel for repair.

(8) Report all differences regarding property discrepancies to the accountable officer/PBO. After the document has been assigned to the AR 735-5 adjustment documents, the outgoing hand receipt holder will sign for the adjusted quantities in the next column. The new hand receipt holder will sign for the same quantities in the next available column. If no discrepancies were discovered during the inventory, the new HRH will sign the next available quantities column thereby acknowledging responsibility for the property.

c. If a hand receipt holder dies or departs the unit without transferring responsibility for property, the Unit Commander/supervisor will appoint a person to act on their behalf so that a joint inventory can be

conducted.

9.6 Annual/cyclic inventory

a. An annual one hundred percent of all property assigned to the organization will be conducted. The officer responsible for the unit's property will ensure that this inventory is conducted. A cyclic inventory may be performed in lieu of the annual officer inventory when:

(1) The responsible officer of a unit keeping its own property book elects to do it.

(2) The property book is kept at other than unit level and the PBO requires it.

b. When the cyclic inventory option has been chosen, use the following procedures:

(1) Conduct cyclic inventories monthly, quarterly, or semiannually. Inventory about 10 percent of the property book items monthly, 25 percent quarterly or 50 percent semiannually.

(2) If the location of hand or subhand receipt holders make the inventory of a certain number of lines impractical, the PBO or responsible officer may choose that specific hand or subhand receipts be completely inventoried.

(3) The PBO or responsible officer will designate by memorandum the items to be inventoried.

(4) The responsible officer notifies hand or subhand receipt holders when and how the inventory is to be conducted.

(5) Inventory the required items with hand or subhand receipt holders. Check the items to make sure the item and the description on the hand or subhand receipt match. Make a list of any differences.

(6) Make a visual check of the condition of the property. Make a list of any damaged property.

(7) Check end items for completeness. Use the proper TM or SC to identify components. Make sure that component shortages are listed on hand receipt shortage annexes. Check the document register to make sure component shortages are on request. Make a list of component shortages that are not listed on hand receipt shortage annexes. Make a list of any component overages. In the event the most current publication is not on hand, take action per paragraph 9-3.

(8) Check the serial number on the item with the serial number recorded on the hand or subhand

receipt. Make a list of any serial number differences.

(9) Report damaged equipment to unit maintenance personnel for corrective action.

(10) Report differences pertaining to property book items to the PBO. The PBO conducts causative research for these differences.

Causative research includes but is not limited to, comparing all postings to the applicable property book page against documents that support those postings, verifying all hand receipt change documents, searching storage areas controlled by the PBO, and ensuring that end item identity was not destroyed by consolidation, disassembly or mislabeling. When no conclusive findings are made, take the following actions:

(a) Turn in overages as "found on installation" property.

(b) Account for shortages according to AR 735-5. When preparing the Report of Survey ensure that the unit price used is current per AR 735-5.

(c) Prepare and process an AAR to correct differences within sizes, makes, or models.

(d) Adjustment documents must be posted to the property book. Adjust hand or subhand receipt and hand receipt shortage annexes accordingly.

(e) Submit requests for issue to replace shortages.

(11) Record the results of the inventory on the memorandum that designated which items were to be inventoried. State in the memorandum that the required items were completely inventoried and the name of the individual who conducted the inventory. Also state that differences have been accounted for according to AR 735-5 and DA Pam 710-2-1. The responsible officer must sign the memorandum. File the original of the memorandum (SPBS-R and SPBS-R-I/TDA users, file the memorandum with the automated inventory listings) at property book level. File a copy of the memorandum (SPBS-R and SPBS-R-I/TDA users, file a copy of the memorandum with the inventory listings) at the unit level if the responsible officer is a hand receipt holder. If the property book is kept at unit level, send a copy of the memorandum to the next higher level command. Separate memorandums are needed when the unit is supported by more than one property book activity. A sample cyclic inventory memorandum, with responsible officer's statement, is shown in figure 9-1.

Legend:
Completion instructions by block or column for
DA Form 2062.

- (1) Title** Line out the words annex number.
- (2) From** Enter the name of the organization, unit, section, or squad which issues the property. Do not enter a person's name.
- (3) To--**
1. Enter the name of the unit, section, or squad to which the property is issued.
 2. For quarters furniture or property of a personal nature, such as sheets, pillow case, or bed, enter the name and rank of the person receiving the property.
- (4) Hand Receipt Number** Enter a locally designed number. Use it to post the location of property in the property book. A number is not required when property of a personal nature is issued directly to an individual.
- (a) Stock Number--**
1. Enter the stock number of the item being described.
 2. Line item number (LIN) may be entered for identifying items to be inventoried on a cyclic basis (ink or pencil entry).
- (b) Item Description--**
1. Enter enough words to identify the item. Include the make or model number if the item has one.
 2. Enter the type, number, date, and changes in force of the publication that contains the basic issue items list (BIIL), mandatory discretionary components, or other components list (ink or pencil entry). The publication number will normally be an operator's technical manual (-10 series) or supply catalog (SC). This entry will be made above the item description and within the same block.

Note. Use DA PAM 25-30, chapter 12, to research the publication data required.

3. Enter serial/registration numbers when recorded on the property book. Line out serial numbers when the item is turned in.

c - * When used as a hand or subhand receipt, enter the hand receipt annex number for the item (pencil entry). If hand receipt annex is not required, leave blank. Hand receipt for quarters furniture, enter the proper condition code at time of issue (ink or pencil entry). Condition codes are listed below. (Entry required only for family quarters occupants.)

d - SEC Enter the CIIC, formerly, SEC code of

the item (pencil, ink, or typewriter entry). This code is in the AMDF.

e - UI Enter the unit of issue (pencil, ink, or typewriter entry).

f - Qty Auth Enter the quantity authorized to be on hand (pencil, ink, or typewriter entry).

(A thru F)

1. Enter the quantity on hand for each item listed. Line out all unused blocks in columns with recorded quantities.

2. Advance all quantities to the next quantity column when quantities change. Quantities must be advanced when changing hand or subhand receipt holders.

3. The person receiving the property will sign, enter his or her rank and date the proper quantity column on the last page (ink entry). The last page is the last numbered page. It may be an odd or even number. The last page may be reserved for signatures only. (The original page will have an original signature; the copy may have a carbon signature.)

(5) Self explanatory.

Condition Codes (For Quarters Furniture Only)

BE--Bent
BR--Broken
BU--Burned
CH--Chipped
D--Dented
F--Faded
G--Gouged
L--Loose
M--Marred
MI--Mildewed
MO--Motheaten
R--Rubbed
RU--Rusted
SC--Scratched
SO--Soiled
T--Torn
W--Badly Worn
Z--Cracked

Note. All entries will be made in ink or typewritten unless otherwise stated. Make corrections of errors in the stock number or item description columns by drawing a single line through the wrong data and writing the correct data above the lined-out error. Correct quantity-column error by entering the correct quantity in the next column, carrying all other quantities forward to the new column, and having the hand receipt holder sign both columns.

Legend:

Completion instructions by block or column for DA Form 3161.

Issue Enter "X" when used for an issue.

Turn-In Enter "X" when used for a turn-in.

Sheet No. Number sheets consecutively.

No. Sheets Enter total number of sheets.

(1)--

Send to Enter the name, UIC, and hand or subhand receipt number (if applicable) of the organization, unit, section, squad, receiving the items.

2. For issue of quarter's furniture or property of a personal nature, such as sheets, pillowcase, or bed, enter the name and rank of the person receiving the property.

Request From—

1. Enter the name, UIC, and hand or subhand receipt number (if applicable) of the organization, unit, section, squad, which issues or turns in the items.

2. For turn-in of quarters furniture or property of a personal nature, such as sheets, pillowcase, or bed, enter the name and rank of the person who turns in the items.

Request No. Enter "Change Document."

Column 12a Enter the item number, in sequence, for each item issued or turned in.

Column 12b Enter the stock number and LIN (if available), of each item issued or turned in.

Column 12c--

1. Enter a description of the item. Include the make or model if the item has one.

2. Enter serial numbers when recorded on the property book, hand, or subhand receipt

3. Enter the CIIC code of the item. This code is in the AMDF.

4. Enter the condition code of quarters furniture. Codes are shown in figure 5-1.

Column 12d Enter the unit of issue.

Column 12e Enter the quantity to be issued or turned in.

Column 12f Enter the proper issue or turn-in code. Codes are shown on the form.

Column 12g The person that signs block 15 will enter the quantity received.

Note. Enter "Nothing Follows" below the last item entered on the form. Make this entry in the item description column.

Block 13 The person who issues or turns in will print name, date and sign this block. Include rank.

Block 15 The person receiving the issue or turn-in will print name, date and sign this block. Include rank.

Note. All entries except signatures will be made in ink or typewritten. Signatures will be handwritten in ink.

Legend:
Completion instructions by block or column for DA Form 3161 prepared as a temporary hand receipt.

Issue Enter "X."

Sheet No. Number sheets consecutively.

No. Sheets Enter total number of sheets.

Send to

1. Enter the name and the UIC (if applicable) of the organization, unit, section, squad, receiving the issue.

2. For issue of quarters furniture or property of a personal nature, such as sheets, pillowcase, or bed, enter the name and rank of the person receiving the issue.

Request From Enter the name and the UIC (if applicable) of the organization, unit, section, squad, making the issue.

Request No. Enter "Temporary Hand Receipt."

Column 12a Enter the item number, in sequence, for each item issued.

Column 12b Enter the stock number of the item issued.

Column 12c

1. Enter a description of the item. Include the

make or model number if the item has one.

2. Enter serial numbers when recorded on the property book, hand, or subhand receipt.

3. Enter the condition code of quarters furniture when issued to family quarters occupants.

Codes are in figure 5-1.

Column 12d Enter the unit of issue.

Column 12e Enter the quantity to be issued.

Column 12f Enter an "I" for each item listed.


Column 12g The person that signs block 15 will enter the quantity received.

Note. Enter "NOTHING FOLLOWS" below the last item entered on the form. Make the entry in the "item description" column.


Block 13 The person making the issue will print name, date and sign this block. (Include rank.)

Block 15 The person receiving the issue will print name, date and sign this block. (Include rank.)

Note. Make all entries except signatures in ink or by typewriter. Signatures will be handwritten in ink.

EQUIPMENT RECEIPT (DA PAM 710-2-1)	
1. UNIT C Btry 1-651 Arty Bde	2. RECEIPT NO. 12
3. STOCK NO. 1005-00-073-9421	4. SERIAL NO. 1234567
5. ITEM DESCRIPTION Rifle, M16A1	
6. I hereby acknowledge receipt of this equipment from Arms Room of this unit.	
7. NAME CROVER D. FRANKS	8. SOCIAL SECURITY NO. 429-17-6528
9. SIGNATURE 	10. GRADE SFC

DA FORM 3749, JAN 82 Edition of Aug 71 is obsolete.

<p style="text-align: center;">INSTRUCTIONS</p> <p>1 THIS CARD WILL BE SURRENDERED EACH TIME THIS EQUIPMENT IS ISSUED.</p> <p>2. LOSS OF THIS CARD WILL BE REPORTED TO THE UNIT COMMANDER IMMEDIATELY.</p> <p style="text-align: center;"> _____ (Signature of Issuing Officer)</p>
--

The information listed on this form is to be used as a general guide only.

Figure 5-5. Sample of a completed DA Form 3749 prepared as a change document

Legend:
Completion instructions by block for DA Form
3749.

- 1** Enter the name of the unit.
- 2** Enter a locally designed number.
- 3** Enter the stock number of the item being described.
- 4** Enter the serial number of the item when recorded on the property book, hand, or subhand receipt.
- 5** Enter the nomenclature of the item.
- 6** Enter the name of the section, squad, etc., which issues the equipment.
- 7** Enter the name of the person who will receive the equipment.
- 8** Enter the SSN of the person who will receive the equipment. Obtain the SSN from the unit personnel information roster.
- 9** The person who will receive the equipment will sign this block.
- 10** Enter the grade of the person who will receive the equipment.

Reverse Side--

(Signature of issuing officer) The responsible officer of the unit will sign in the space indicated.

Note. All entries, except signatures, will be either printed in ink or typewritten. The signatures will be handwritten in ink.

This page intentionally left blank

Appendix D, Student Handouts

TSP: T230

TITLE: Supervise Preventative Maintenance Checks and Services

This page intentionally left blank

Appendix D, HANDOUTS FOR LESSON 1: T230 version 1

This appendix contains the items listed in this table:

Title/Synopsis	Pages
SH-1, Advance Sheet, Supervise Preventive Maintenance Checks and Services (PMCS).	SH-1-1
SH-2, Extract from DA Pam 738-750.	SH-2-1 thru SH-2-30

This page intentionally left blank

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of two hours of small group instruction.

Overview This lesson presents information you need to know to maintain the essential warfighting edge through proper preventive maintenance checks and services (PMCS). The old adage “if it ain’t broke, don’t fix it” does not apply to maintenance. Only efficient, thorough PMCS procedures allow you to discover “it ain’t broke” before your life and the lives of your soldiers may depend on it working.

Learning Objective Terminal Learning Objective (TLO).

Action:	Perform preventive maintenance checks and services (PMCS).
Conditions:	In a classroom, field, or motor park area given an item of equipment, the appropriate –10 TM, Student Handout 2, and a DA Form 2404 or DA Form 5988-E.
Standard:	Performed preventive maintenance checks and services (PMCS) by-- <ul style="list-style-type: none"> • Selecting the correct references and using the correct PMCS table to make the required accurate entries on the DA Form 2404 or 5988-E. • Identifying the purposes of DA Forms 2408-14, 5988-E and DD Form 314. • Inspecting an item of equipment IAW the appropriate -10 TM, Student Handout 2. • Completing the practical exercise all in accordance with DA Pam 738-750.

- ELO A** Complete DA Form 2404 or DA Form 5988-E.
ELO B Identify additional maintenance forms.
ELO C Perform before operations PMCS.

Assignment Before class--

- Read Student Handouts 1 and 2.

Additional Subject Area Resources None

Bring to Class You must bring the following to class--

- Student Handouts 1 and 2.
- Pencil or pen and writing paper

This page intentionally left blank

Student Handout 2

Extract From DA Pam 738-750, The Army Maintenance Management System

This student handout contains 29 pages of material extracted from DA Pam 738-750 downloaded from the Army Doctrine and Training Digital Library (ADTDL). These pages may not mirror the format of the paper-based regulation; however, the actual text does.

Chap 3	Para 3.1, 3.3, 3.4 thru 3.4D, 3.6 thru 3.6B, 3.10 thru 3.10D
Chap 12	Para 12.0 thru 12.2 and 12.7

RECOVERABLE PUBLICATION

YOU RECEIVED THIS DOCUMENT IN A DAMAGE FREE CONDITION. DAMAGE, IN ANY WAY, TO INCLUDE HIGHLIGHTING, PENCIL MARKS, OR MISSING PAGES MAY SUBJECT YOU TO PECUNIARY LIABILITY (STATEMENT OF CHARGES, CASH COLLECTION, ETC.) TO RECOVER PRINTING COSTS.

This page intentionally left blank

3.1 General

- a. The forms in this chapter help in scheduling, doing, recording, and managing maintenance on equipment.
- b. The forms show the results of inspections, tests, and maintenance performed. They also show the results in diagnostic checks and form the bond between maintenance and supply actions.
- c. This chapter provides procedures and examples of maintenance forms used by manual units as well as those units supported by the Standard Army Maintenance Systems (SAMS). Unique SAMS forms are addressed in chapter 13.
- d. In addition to the forms within this chapter, maintenance forms for non-standard air traffic control (ATC) and navigational aid (NAVAID) equipment, when specified in the equipment's technical publications, will also be maintained. Maintain each designated form using guidance found within appropriate technical publication. Examples of non-standard equipment are, but not limited to--
- (1) Instrument Landing System (ILS) and all associated marker beacons.
 - (2) Distance Measuring Equipment (DME) System.
 - (3) Airport Surveillance Radar (ASR) System.
 - (4) Automated Radar Terminal System (ARTS).
 - (5) Air Traffic Control Beacon Interrogator (ATCBI) System.
 - (6) Flight Data Input/Output (FDIO) System.
 - (7) Digital Brite Radar Indicator Tower Equipment (D-BRITE) System.
 - (8) Radar Video Mapper.
 - (9) Programmable Indicator Data Processor (PIDP).

e. The flow of maintenance forms is shown on DA Poster 750-77 (TAMMS/Supply Crossroads). DA Poster 750-77 is automatically distributed to units who mark the DA poster block on DA Form 12-4-E (Subscription Numbers, Part 1 for Miscellaneous Administrative Publications and Posters).

3.3 DD Form 314 (Preventive Maintenance Schedule and Record)

- a. The DD Form 314 is a record of scheduled and performed unit maintenance including lubrication services. It also keeps up with not mission capable (NMCM/NMCS) time, except for missile system/missile subsystem and FAA flight check data of ATC navigational aids. See figures 3-2 through 3-6.
- b. DD Form 314 is used to--
- (1) Schedule periodic services on equipment, to include components in a system or subsystem,

- when the technical manual requires a PMCS service to be performed by unit maintenance personnel. This form is also used to schedule the following services performed under the supervision of unit maintenance personnel:
- (a) Schedule all non-operator services one service in advance.
 - (b) The next scheduled due date may fall in the following year. In that case, put the date, miles, and hours due in the Remarks block until a new DD Form 314 is started.
 - (c) You may mark out weekends and holidays. When these are marked out, schedule services on the next working day.
 - (d) Use the following symbols to show the type of service scheduled:
 1. "T" any test.
 2. "I" any inspection.
 3. "L" lubrication.
 4. "R" recoil exercise.
 5. "W" weekly service.
 6. "M" monthly (1 month) service.
 7. "Q" quarterly (3 months) service.
 8. "S" semiannual (6 months) service.
 9. "A" annual (1 year) (12 months) service.
 10. "E" 18 months service.
 11. "B" biennial (2 years) service.
 12. "F" quadrennial (4 years) service.
 13. "H" tire rotation/inspection.
 14. "Z" oil sampling.
 - (e) The symbol "L" will be used for all periodic lubes required by a lubrication order (LO). The interval block on an LO only tells when to schedule the lubes. It does not tell what services to schedule or symbol to use.
 - (f) You will get the miles, kilometers, or hours between services from the TM and/or LO.
 - (g) Other symbols or subsymbols may be used as long as they do not conflict with the symbols required by this pamphlet. Explain those symbols or subsymbols in the Remarks block of the DD Form 314 or in your SOP. For example, you might use S1, SB2, or Lm, L5, L6, L12, or others to show difficult services or manage the services pulled. You may also use subsymbols to explain a service and lube pulled at the same time.
 - (h) Schedule services in pencil. To schedule a service, put its symbol in pencil in the date due block with its miles, kilometers, or hours beside it as shown below. (Not all services will have miles or hour intervals.)
 1. You may not always be able to pull a service when it is scheduled. So you are given a 10 percent variance before or after the schedule of days, miles, or hours. If you stay within the variance, the service is treated as if you did it on

the day/miles/hours you scheduled it.

2. Some services may be too critical to have a variance. The equipment maintenance manual will tell you if no variance is allowed.

3. When you do the service within the variance, ink in the symbol with the equipment's miles, kilometers, or hours on the date it was scheduled. When a service outside the variance is completed, erase the scheduled symbol and data, and ink in the symbol with data on the actual day the service was completed. Schedule the next service from the new date.

(i) Lubrications vary the most when the LO requires a lube--

1. By hours, miles, or kilometers only. Put the miles, kilometers, or hours when the next lube is due in the Remarks block. Ink in the symbol "L" and the hours, miles, or kilometers on the equipment in the block for the day you did the lube.

2. On a date interval. Put the symbol "L" on the date block the lube is due. Enter the miles, kilometers, or hours (when they apply) next to the symbol. When the lube is done, ink in the "L" and the miles or hours.

(2) Show completed periodic services and lubes, by inking in the symbol or symbols and miles or hours. DD Forms 314 are tied to unit level services and their intervals. The number of DD Forms 314 you need varies, based on the equipment and how and where your maintenance is pulled. Normally, one DD Form 314 covers one piece of equipment. Several like items may be covered by one DD Form 314 if the services are scheduled and pulled on the same date. Examples of "like items" are small arms and M11 decons. When scheduling services on more than one item, put each item's serial number in the Remarks block. Like equipment or subsystems, reportable under AR 700-138, cannot be combined on one DD Form 314.

(3) Show NMC days on equipment reported under AR 700-138.

(a) NMC time is kept on equipment that is reported under AR 700-138, tables B-1 and B-2, as a single item or as a subsystem.

(b) Equipment reportable under AR 700-138, tables B-1 and B-2, need a record of not mission capable (NMCM/NMCS) time. Keep NMC days on that equipment on the reverse of the DD Form 314 or on a separate DD Form 314 as follows:

1. NMC time is kept only when the equipment has a deficiency defined as not mission capable in the PMCS "not mission capable if" column.

2. Deficiencies that are not covered by the PMCS "not mission capable if" column or equivalent will

carry a status symbol X or CIRCLED X, but NMC time will not be counted for those deficiencies. Those deficiencies will be carried on the DA Form 2404.

(c) Show unit NMCM days with the symbol "O". Put an "S" inside the "O" for unit NMCS. Post unit NMCM/NMCS days as they occur. Use the letter "X" for each day the equipment is NMCM at support. Put the letter "S" over an "X" on the days it was NMCS at support. If support does not give you a day-by-day breakout, put the total number of support NMCM/NMCS days in the Remarks block. Use the front side of the DD Form 314 to schedule services. Use the reverse side or another DD Form 314 to show NMCM/NMCS time.

(d) Support maintenance will tell you which or how many days were NMCM/NMCS on the DA Form 2407 or a printout. Post this time to the DD Form 314. NMC time on equipment still in support maintenance at the end of a report period will be provided to the owning unit by telephone or other local means.

(e) For NMC time, equipment that is NMC at the end of the day is counted NMC for the whole day. Equipment that is FMC at the end of the day is counted as FMC for the whole day. A day is the normal work day for your command. See AR 700-138, chapter 4, for missiles.

(f) When equipment is loaned to another unit or activity, a copy of the DD Form 314 will go with the equipment. The borrowing unit will tell the owning unit about any NMCM/NMCS time on the equipment. This information will be given to the owning unit at the end of the reporting period and when the equipment is returned.

(g) Show system NMC time. Post NMC time on a separate DD Form 314 for each subsystem specifically identified in AR 700-138, tables B-1 and B-2. You will keep another separate DD Form 314 on the overall system, which is the system card. The system DD Form 314 shows the NMCM/NMCS time on the combined system.

(4) Schedule oil samples. Scheduling oil samples on the DD Form 314 is optional when the lab gives you a printout that lists when the next sample is due. Schedule oil samples in pencil on the DD Form 314. When the sample is taken, erase the symbol and hours from the DD Form 314 and schedule the next sample in pencil.

(5) Manage maintenance, services, or inspections locally as directed by the unit commander. This can include services performed by other echelons or units when the commander so directs. If a commander wants operator or crew services scheduled, put them in the Remarks block.

(6) Warranty information.

(7) Floating equipment.

(8) Document ATC required data as follows:

(a) Show PMCS technical reference. Within remarks section, exact PMCS technical reference will be shown, down to specific paragraph.

(b) Show PMCS time. Within remarks section, normal time required for each PMCS interval will be shown.

(c) Show flight check data. Within remarks section, show date of last flight check of navigational aid.

c. DD Form 314 is NOT USED for--

(1) Periodic services designated for the operator or crew.

(2) Showing oil samples taken.

(3) Training aids and devices (equipment used ONLY for training). Small arms/weapons must be classified as unusable per AR 190-11 before they can be considered training aids.

(4) Equipment provided with an ADP printout or automated forms that list DD Form 314 data.

(5) Record unit services on test, measurement, and diagnostic equipment (TMDE) when the services are performed by operators without supervision by unit maintenance personnel.

(6) Record NMC time for missile system/missile subsystem per AR 700-138, Chapter 4.

d. Use a signal system to show when a service is scheduled in the current month. A month can be from the first day to the last day of the month (e.g., 1 May through 31 May), or from a day in 1 month to the same day in the next month (e.g., 13 September to 13 October). At the start of each month, put your signals on the date blocks for the service. When the service is pulled, take the signal off the card or move it from the date block to one corner. Use the following signals:

(1) Green signal. A green signal indicates a lube (L) is needed.

(2) Yellow signal. A yellow signal indicates a T, I, R, W, M, Q, S, A, B, H, E, F, Z, or other service is due.

(3) Red signal. Put a red signal over the right corner of the card when equipment is NMC. For equipment reported as a system in AR 700-138, table B-2, use the red signal only on the system card. Take the signal off the card when the equipment is fixed.

e. Low usage is as follows:

(1) Definition. Services for equipment that accumulates or is anticipated to accumulate less than a specific mileage/kilometers or hours in the previous or current year may have unit (-20) and direct support services (-34) extended. (See (3) below.)

(2) Use.

(a) To place equipment into the low usage

servicing system, all service and lubrication tasks in the equipment's -20 and -34 TMs/ LOs (W,M,Q,S,A,E,B) must be performed. After equipment is placed in the program, all services and lubrications will be combined with the annual service. The date, miles/ kilometers, and hours when the equipment was placed into the low usage servicing system will be entered in the Remarks block of DD Form 314.

(b) Equipment that exceeds the specified criteria at any time during the year will immediately return to scheduled servicing at normal TM/LO intervals, to be scheduled from information that was entered in the Remarks block of DD Form 314.

(c) Servicing, evaluation, and exercising of recoil mechanisms and tubes will be done per applicable TBs and TMs.

(d) Communications and other subsystems mounted on "low usage" equipment will be serviced when the primary system is serviced.

(e) Low usage servicing will not be used for equipment under warranty and armament, equilibrating, fire control, equipment used within ATC, and sighting components of combat vehicles and missile systems.

(f) Operator/crew level (-10) maintenance intervals in TMs/ LOs will not be changed to low usage.

(g) AOAP will not be extended; see chapter 4.

(3) Criteria.

(a) Tactical vehicles, trailers assigned to prime movers, and trailers without prime movers accumulated or anticipated to accumulate less than 3000 miles/4800 kilometers in the current year.

(b) Combat vehicles (except armament, equilibrating systems, fire control, and sighting components), missile systems (except fire control and sighting components), material handling equipment, and construction equipment anticipated to accumulate less than 750 miles/1200 kilometers or 75 hours in the current year.

(c) Generators, pumps, air compressors, support equipment (ROWPU, bath units, etc.), watercraft, rail equipment, power driven NBC equipment, engine driven heaters, and air conditioners anticipated to accumulate less than 75 hours in the current year.

(d) Communication equipment in communication shelters anticipated to accumulate less than 75 hours of operation in the current year.

(e) Non-power driven NBC equipment anticipated to accumulate less than 75 hours of operation in the current year.

(f) Tentage/canvas items, immersion heaters, field ranges and space heaters/stoves, that are not

used, will be erected or put up annually.

(g) Small arms and crew served weapons (machine guns, mortars, etc.) that are maintained in a humidity controlled room and not removed (for any reason) at any time during the year will be serviced annually.

(4) Inspection /exercise. All equipment, except that stated in (3)(f) above, will be inspected/exercised by operators semiannually. Inspection/exercise will include the following:

(a) Perform all Before (B) through Monthly (M) PMCS checks per the equipment operator's TM.

(b) Tactical (including trailers) and combat vehicles will be driven at least 5 miles to insure their performance is within parameters listed in the operator's TM. Vehicles equipped with radios will have Before (B) through Monthly (M) PMCS performed per the communication equipment operator's TM.

(c) Construction, engineer, and material handling equipment, wreckers, and combat vehicles will be operated sufficiently to ensure hydraulic systems reach operating temperature and equipment is mission capable.

(d) Generators, air compressors, support equipment, pumps, and power driven NBC equipment will be operated for 30 minutes under load or 1 hour no load.

(e) Small arms and crew served weapons will be inspected, without leaving humidity controlled room, for rust and corrosion. High humidity area inspections may be required more often.

(f) Visual inspections, to ensure lubricant is present on all lubrication points, will be performed by the operator/ crew.

(g) Visual inspections will be used to identify, report, or remove any new corrosion that may have formed.

(5) Low usage criteria provides guidance, and does not relieve commanders of their responsibility for adequate maintenance of their equipment.

f. Disposition of the DD Form 314 is as follows:

(1) The DD Form 314 is used for 1 year for equipment reported under AR 700-138. It can be used for 2 years on non-reportable equipment.

(2) Destroy a completed form after transferring needed information to a new form. Transfer the information from these blocks:

(a) Registration number.

(b) Administrative number.

(c) Nomenclature.

(d) Model.

(e) Assigned to.

(f) Remarks: NMCM/NMCS data for the current report; hour meter or odometer change

information; symbols; and any other needed maintenance data.

(g) Schedule, in pencil, any services needed.

(3) The current DD Form 314 will go with the equipment when it is transferred. But, the losing unit will keep a record of NMCM/ NMCS time for the current report period up to the day the equipment was dropped from the property book. The gaining unit reports the equipment's NMC time after the item is added to their property book.

(4) Destroy the DD Form 314 when the equipment is sent to salvage. However, the losing unit will keep a record of NMCM/NMCS time for the current report period.

(5) System DD Form 314 transfers any NMCM/NMCS data for the current reporting period to a new form. Then, destroy the old DD Form 314.

3.4 DA Form 2404 (Equipment Inspection and Maintenance Worksheet)

Subtopics:

- [Purpose.](#)
- [Use.](#)
- [General instructions.](#)
- [Disposition.](#)

3.4.A Purpose.

a. Purpose. DA Form 2404 has three major purposes. (See figs 3-7 through 3-13.) Operators and crews, first-line leaders, maintenance supervisors, and commanders are equally responsible for keeping information current and correct on the DA Form 2404. This form is the central record for managing and controlling maintenance as follows:

(1) It is a record of faults found during an inspection. These faults include PMCS, maintenance activity inspections, diagnostic checks, and spot checks, except as noted in paragraph b(10) below:

(2) It shows faults and repairs required for estimated cost of damaged reports.

(3) It shows Battlefield Damage and Assessment and Repair (BDAR) performed.

3.4.B Use.

b. Use. The DA Form 2404 will be used by personnel performing inspections, maintenance services, diagnostic checks, technical evaluations, marine condition surveys on watercraft, and PMCSs, except as noted in (10) below:

(1) To inspect all components or subsystems that make up one equipment system. You may use

one DA Form 2404 or separate forms for each subsystem.

(2) To inspect several like items of equipment; e.g., one DA Form 2404 to inspect 25 M16A1 rifles.

(3) As a temporary record of required and completed maintenance.

(4) To list faults that operators or crews cannot fix and list parts replaced.

(5) By unit maintenance during periodic services to list all faults found and action taken to fix faults. When used to inspect several like items, the DA Form 2404 will list all deficiencies, shortcomings, and corrective action taken.

(6) On initial inspection by support maintenance to list all faults found. Attach the initial inspection to the DA Form 2407 that will be given to the person making the repairs. The DA Form 2404 will be used as the worksheet for correcting faults found and reporting any uncorrected unit level faults. Results of the maintenance action will be entered on the DA Form 2407.

(7) On final inspection by support maintenance to list faults found. Attach the final inspection to DA Form 2407 that will be given to the person that performed the repairs. The repairer will correct all faults found during the final inspection.

(8) To collect all maintenance and services performed on equipment that is involved in a DA approved SDC plan. In addition to the requirements in this pamphlet, the applicable FPG may identify additional data required as mandatory entries on the DA Form 2404.

(9) To report battlefield damage repair and/or replacement actions by all personnel. AR 750-1 and the individual equipment battle damage technical manuals govern when and how battlefield damage repairs should be accomplished.

(10) Within ATC maintenance, FAA Form 6030-1 will be used for recording PMCS results in lieu of DA Form 2404.

3.4.C General instructions.

c. General instructions.

(1) The way you fill out some blocks and columns on the DA Form 2404 varies with the form use. Make sure you read the instructions that apply to your use of the form.

(2) When you need more than one DA Form 2404 for an inspection or service, print the page number in the right side of the form's title block. (Put 1 of 2 on the first page and 2 of 2 on the second, etc.)

(3) Parts on order or actions pending under anticipated not mission capable (ANMC) conditions may go on the DA Form 2408-14 with a

diagonal status symbol.

(4) Administrative motor pools, using ADP cards or other automated forms, do not need the DA Form 2404.

3.4.D Disposition.

d. Disposition.

(1) The DA Form 2404 will be kept in the equipment record folder or in a protected cover until it is completed if no faults have been found. If faults are found during an operator's or crew's PMCS, it will be given to the maintenance supervisor for action.

(a) Maintenance section leaders will review the DA Form 2404 prior to destruction to ensure all corrective actions have been completed.

(b) Transfer faults that must be fixed at support maintenance to the DA Form 2407 and attach DA Form 2404.

(c) Faults that cannot be fixed until a part comes in or that must be deferred go on the DA Form 2408-14.

(d) Status symbol X faults cannot go on the DA Form 2408-14. When there is a NMC deficiency on the DA Form 2404, keep until the deficiency has been repaired. This includes the DA Form 2404 on equipment sent to support maintenance. The form or a locally used signal will be kept in the equipment record folder to keep the equipment from being dispatched.

(2) The DA Form 2404 used for scheduled services will be kept on file for quality control until the next service is performed. All uncorrected faults will be moved to DA Form 2408-14 or DA Form 2407 and the service will be recorded on the DD Form 314. Forms carrying a status symbol X will be kept until the fault is corrected.

(3) Keep the DA Form 2404 that shows a periodic service on equipment that does not have historical records or a DD Form 314. Destroy the form only when the next periodic service is done. Any open faults at that time will go on the new DA Form 2404 unless a separate DA Form 2408-14 is used. This situation normally applies to the form used for services on more than one item or when an operator level service is required and must be documented. If the form lists no faults from previous service, use the same form to show the results of the current service.

(4) DA Form 2404 used for technical inspections will stay with the item until all maintenance is performed or item is disposed of. A copy of the technical inspection will go with an item evacuated to support maintenance units or depots for repair or overhaul.

(5) When the form has been used to report BDAR action, mail the DA Form 2404 to Survivability/Vulnerability Information Analysis Center (SURVIAC), ATTN: AFFDL/FES/CDIC, Wright-Patterson AFB, OH 45433.

(6) DA Form 2404 used for estimated cost of damage (ECOD) is handled as follows:

(a) Two copies will be attached to copy 4 of the DA Form 2407 that requested the ECOD and returned to the requesting unit. One copy will be returned with the DA Form 2407 that requests repair of the damage.

(b) The third copy will be filed with copy 5 of DA Form 2407 at the maintenance support activity.

3.6 DA Form 2407 (Maintenance Request) and DA Form 2407-1 (Maintenance Request Continuation Sheet)

Subtopics:

- [Purpose.](#)
- [Use.](#)
- [Organization work order number \(ORGWON\).](#)
- [General Instructions](#)
- [Disposition.](#)

3.6.A Purpose.

a. Purpose. The DA Forms 2407/2407-1 serve as a request for maintenance support and give information to all levels of maintenance management. (See figs 3-15 through 3-22.) The DA Forms 2407/2407-1 are the source of information for the Army's work order data base at USAMC Logistics Support Activity (LOGSA). This data base, called the Work Order Logistics File (WOLF), provides statistical weapon analyses such as mean time to repair and repair parts usage at the DS/GS levels of maintenance for selected major weapon systems. Submit the maintenance request data to LOGSA through the Standard Army Maintenance System (SAMS) or the Maintenance Information Management System (MIMS).

3.6.B Use.

b. Use. Use the DA Forms 2407/2407-1 as a maintenance request as follows:

(1) At the unit level, they are used to--

(a) Request support maintenance, to include the following:

1. Repairs beyond the unit's authorized capability or capacity.
2. Application of MWOs. (See para 3-7.)

3. Fabrication or assembly of items.

(b) Report work on DA directed items under an approved sampling plan. AR 750-1 governs this program. The specific FPG identifies mandatory data elements for the forms.

(c) Initiate work requests that may become warranty claim actions.

(d) Show all support maintenance done on general purpose and passenger-carrying vehicles, combat and tactical equipment.

(e) Request an estimated cost of damage (ECOD) or technical inspection to determine the serviceability/repairability of an item prior to repair or turn-in for replacement.

(2) At support maintenance levels, they are used to--

(a) Record all work done and repair parts used, except common hardware and bulk material.

(b) Report all MWOs as they are applied as well as all previously applied MWOs.

(c) Send in warranty claim actions.

(d) Ask for repair of components, assemblies, and subassemblies in the reparable exchange program. You may use one form for as many items under an NSN as needed. For example, one DA Form 2407 might cover 10 rifles or 5 starters or 30 carburetors, etc.

(e) Ask for maintenance from another activity or supporting unit.

(f) Report work done on DA data sampling items under AR 750-1 and the specific FPG.

(g) Report battlefield repair actions. AR 750-1 and the individual equipment battlefield damage repair technical manuals govern how such repairs should be done.

(h) Serve as a dispatch record when road testing vehicle being repaired.

(i) Record support maintenance done under contract.

(j) Track serial numbered items within SAMS (see table 13-1 for a list of SNT reportable items).

(3) At the depot level, they are used to--

(a) Report MWOs as they are applied as well as all previously applied MWOs.

(b) Send in warranty claim actions.

(c) Show "onsite" work done by depot personnel.

(d) Report "repair and return to user" work done.

(e) Report work done on DA data sampling items.

(f) Record depot maintenance done under contract.

3.10 DA Form 2408-14 (Uncorrected Fault Record)

Subtopics:

- [Purpose.](#)

- [Use.](#)
- [General Instructions](#)
- [Disposition.](#)

3.10.A Purpose.

a. Purpose. The DA Form 2408-14 is a record of uncorrected faults and deferred maintenance actions on equipment. Deferred maintenance actions are authorized delays for repair or maintenance. (See fig 3-21.) Equipment with deferred maintenance does not meet the Army maintenance standard as addressed in AR 750-1, paragraph 3-1a.

3.10.B Use.

b. Use.

(1) Serves as a record of uncorrected faults and printout of deferred maintenance and uncorrected faults that includes all elements on the DA Form 2408-14.

3.10.C General Instructions

c. General Instructions

- (1) Maintenance status symbol HORIZONTAL DASH (-) and DIAGONAL SLASH (/) faults will be annotated on the DA Form 2408-14.
- (2) When a deferred maintenance action exists on an item of equipment, the DA Form 2408-14 will be with the equipment when the equipment is undergoing maintenance, on dispatch, under operation, or undergoing a service or inspection.
- (3) Separate forms are not required for items (except reportable subsystems) like rifles, protective masks, and M11 decons, when one DA Form 2404 has been used to inspect and record the status of those items. A single form may be used to show deferred faults on such items as long as each fault entry is preceded in column b by the item's administration or serial number.
- (4) Operators or crews will check the form before each dispatch. Look for faults that may affect the mission and faults that are overdue to be fixed. For example, look at any dates in column c that have passed or actions that have already been taken. Tell the maintenance supervisor about any you find.
- (5) Maintenance supervisors and section leaders (platoon) will review the forms periodically (not less fixed or moved to a new DA Form 2408-14.

deferred maintenance. That is, an authorized delay for maintenance actions.

(2) Deferred or delayed maintenance can affect operation of the equipment, mission performance, and safety. Therefore, the commander or the commander's designated representative will determine when a fault will be transcribed to DA Form 2408-14. Faults not requiring parts, or faults for which parts are on hand, will be corrected without delay per AR 750-1. Status symbol X faults will not be entered on DA Form 2408-14.

(3) The DA Form 2408-14 will be kept on any item or group of items that has an open deferred maintenance action. This form is not required when an automated system provides you with a list or

than every 2 weeks for Active Army and 1 month for NG/Reserve Components). Check on the status of parts on order. Look for any faults that have been fixed, but not closed out. Check for any faults overdue to be fixed.

(6) The form will be kept in the equipment record folder or in a protective cover when a deferred maintenance action or uncorrected fault exists on the item of equipment.

(7) Do not start a DA Form 2408-14 until there is an uncorrected equipment fault that cannot be corrected due to lack of repair parts or deferred action.

(8) A second copy of the DA Form 2408-14 may be kept wherever and whenever needed for maintenance supervisors or section leaders.

(9) Parts on order for or actions pending under ANMC conditions may go on the form with a DIAGONAL SLASH status symbol. Line out the entry if the ANMC condition changes to an NMC condition. The status symbol for the NMC condition then changes to an X and the entry can no longer stay on the form. Enter the NMC condition on the current DA Form 2404.

3.10.D Disposition.

d. Disposition. Destroy the DA Form 2408-14 after the form has been filled up and all the faults have been

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
REGISTRATION NUMBER					ADMINISTRATION NO.				NOMENCLATURE								MODEL		ASSIGNED TO																	
JAN																																				
FEB																																				
MAR																																				
APR																																				
MAY																																				
JUN																																				
JUL																																				
AUG																																				
SEP																																				
OCT																																				
NOV																																				
DEC																																				
REMARKS	Pump Ser # 412565 Tank Ser # 124798 Heater Ser # 45531																																			
DATE RECEIVED											RECEIVED FROM										DISPOSITION															
REGISTRATION NUMBER	See Remarks				ADMINISTRATION NO.				A-60				NOMENCLATURE								Decon Appr System QM F81880		MODEL		ASSIGNED TO						Co A I4IECB					
93																																				

Figure 3-4. Sample of a completed DD Form 314 Front side (System)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
REGISTRATION NUMBER					ADMINISTRATION NO.				NOMENCLATURE								MODEL		ASSIGNED TO																	
JAN																																				
FEB																																				
MAR																																				
APR																																				
MAY																																				
JUN																																				
JUL																																				
AUG																																				
SEP																																				
OCT																																				
NOV																																				
DEC																																				
REMARKS	Pump Ser # 412565 Tank Ser # 124798 Heater Ser # 45531																																			
DATE RECEIVED											RECEIVED FROM										DISPOSITION															
REGISTRATION NUMBER	See Remarks				ADMINISTRATION NO.				A-60				NOMENCLATURE								Decon Appr System QM F81880		MODEL		ASSIGNED TO						Co A I4IECB					
93																																				

Figure 3-5. Sample of a completed DD Form 314 Reverse side (System)

Legend. *Completion instructions by block title*
Put the last two digits of the calendar year in the shaded box at the upper left or lower left of the card.

Registration Number. Leave blank.

Administration No. Leave blank or use as needed locally.

Nomenclature. a. Enter the noun abbreviation of the primary item of the system (for example, TRK CGO 1 1/4 T), and the word "System" under it. b. Put the ECC and LIN of the primary item in the system beside the word "System." AR 700-138 tells you what the primary item in the system is, its noun abbreviation, ECC, and LIN.

Model. Leave blank.

Assigned To. Enter the name of the unit or organization owning the equipment. Pencil entry if the item is authorized for Operational

Readiness Float (ORF).

Remarks. a. List each subsystem in the system. AR 700-138 tells you what the subsystems are. Put the serial number or other identifying number in pencil beside the subsystem. b. NMC time for all subsystems will be combined. c. A system DD 314 is needed only to combine NMC time on equipment reported as a system. Those items are listed in AR 700-138, Tables B-1 and B-2.

Date Received. Leave blank or use as needed locally.

Received From. Leave blank or use as needed locally.

Disposition. Leave blank or use as needed locally.

Date Blocks. Show day-by-day breakout of NMC time for system. Mark the days in the date block.

EQUIPMENT INSPECTION AND MAINTENANCE WORKSHEET						
For use of this form, use DA PAM 738-750: the proponent agency is DCSLOG						B-6
1. ORGANIZATION B Co 214th Avn			2. NOMENCLATURE AND MODEL Trk, Util Cgo 1 ¼ T M998			
3. REGISTRATION.SERIAL.NSN 12345	4a. MILES	b. HOURS	c. ROUNDS FIRED	D. HOT STARTS	5. DATE	6. TYPE INSPECTION PMCS
7. APPLICABLE REFERENCE						
TM NUMBER TM 9 - 2320 - 280 - 10 W/C2		TM DATE Jun 91		TM NUMBER		TM DATE
COLUMN a - Enter TM item number. COLUMN b - Enter the applicable condition status symbol COLUMN c - Enter deficiencies and shortcomings.			COLUMN d - Show corrective action for deficiency or shortcomings listed in Column c. COLUMN e - Individual ascertaining completed corrective action initial in this column.			
STATUS SYMBOLS						
<p>"x"- Indicates a deficiency in the equipment that places it in an inoperable status.</p> <p>CIRCLED "X"-Indicates a deficiency, however, the equipment may be operated under specific limitations as directed by higher authority or as prescribed locally, until corrective action can be accomplished.</p> <p>HORIZONTAL DASH "-"-Indicates that a required inspection, component replacement, maintenance operation check, or test flight is due but has not been accomplished, or an overdue MWO has not been accomplished.</p>			<p>DIAGONAL "/"-Indicates a material defect other than a deficiency which must be corrected to increase efficiency or to make the item completely serviceable.</p> <p>LAST NAME INITIAL IN BLACK, BLUE-BLACK INK, OR PENCIL-Indicates that a completely satisfactory condition exists.</p> <p>FOR AIRCRAFT-Status symbols will be recorded in red.</p>			
ALL INSPECTIONS AND EQUIPMENT CONDITIONS RECORDED ON THIS FORM HAVE BEEN DETERMINED IN ACCORDANCE WITH DIAGNOSTIC PROCEDURES AND STANDARDS IN THE tm CITED HERON.						
8a. SIGNATURE(Person(s) performing inspection)		8b. TIME		9a. SIGNATURE (Maintenance Supervisor)		10. MANHOURS REQUIRED.
TM ITEM NO. a	STATUS b	Deficiencies and shortcomings c		Corrective action D		INITIAL WHEN CORRECTED
		11 Aug 92				RH
		12 Aug 92				RH
		13 Aug 92		W		RH
		14 Aug 92				RH

Figure 3-7. Sample of a completed DA Form 2404 used for operator/crew PMCS (No fault noted)

EQUIPMENT INSPECTION AND MAINTENANCE WORKSHEET						
For use of this form, use DA PAM 738-750: the proponent agency is DCSLOG					B-58	
1. ORGANIZATION B Co 214th Avn			2. NOMENCLATURE AND MODEL Trk Wkr w/w 10T M984			
3. REGISTRATION.SERIAL.NSN NP0 BEU	4a. MILES 8910	b. HOURS 210	c. ROUNDS FIRED	D. HOT STARTS	5. DATE 16 Sep 92	6. TYPE INSPECTION PMCS
7. APPLICABLE REFERENCE						
TM NUMBER TM 9 - 2320 - 279 - 10 - 1		TM DATE Nov 86		TM NUMBER		TM DATE
COLUMN a - Enter TM item number. COLUMN b - Enter the applicable condition status symbol COLUMN c - Enter deficiencies and shortcomings.			COLUMN d - Show corrective action for deficiency or shortcomings listed in Column c. COLUMN e - Individual ascertaining completed corrective action initial in this column.			
STATUS SYMBOLS						
<p>"x"- Indicates a deficiency in the equipment that places it in an inoperable status.</p> <p>CIRCLED "X"-Indicates a deficiency, however, the equipment may be operated under specific limitations as directed by higher authority or as prescribed locally, until corrective action can be accomplished.</p> <p>HORIZONTAL DASH "-"-Indicates that a required inspection, component replacement, maintenance operation check, or test flight is due but has not been accomplished, or an overdue MWO has not been accomplished.</p>			<p>DIAGONAL "/"-Indicates a material defect other than a deficiency which must be corrected to increase efficiency or to make the item completely serviceable.</p> <p>LAST NAME INITIAL IN BLACK, BLUE-BLACK INK, OR PENCIL-Indicates that a completely satisfactory condition exists.</p> <p>FOR AIRCRAFT-Status symbols will be recorded in red.</p>			
ALL INSPECTIONS AND EQUIPMENT CONDITIONS RECORDED ON THIS FORM HAVE BEEN DETERMINED IN ACCORDANCE WITH DIAGNOSTIC PROCEDURES AND STANDARDS IN THE tm CITED HERON.						
8a. SIGNATURE(Person(s) performing inspection) SPC William Lloyd		8b. TIME		9a. SIGNATURE (Maintenance Supervisor)		10. MANHOURS REQUIRED.
TM ITEM NO. a	STATUS b	Deficiencies and shortcomings c		Corrective action D		INITIAL WHEN CORRECTED
		14 Sep 92				WL
		15 Sep 92		W		WL
10	X	Engine idles at 800 RPM				

DA FORM 1 APR 79 **2404**

Replaces edition of 1 Jan 64, which will be used

Figure 3-8. Sample of a completed DA Form 2404 used for operator/crew PMCS (Fault noted)

Legend: *Completion instructions for DA Form 2404 used for operator/ crew PMCSs*

Note: Administrative/bumper number will be placed in upper right hand corner or as prescribed by local SOP.

(1) Organization. Enter the name of the unit to which the equipment belongs.

(2) Nomenclature and Model. a. Enter the noun abbreviation and the model of the equipment. b. For watercraft, use the noun abbreviation and Hull Design Number.

(3) Registration/Serial/NSN. a. Enter the serial or registration number. Enter the NSN when no serial or registration number is available. b. For watercraft, enter the DA Hull Number.

(4a) Miles. a. When a deficiency or a shortcoming is found, enter the miles or kilometers on the equipment's odometer at the end of the day's dispatch or operation. b. Round to the nearest mile or kilometer. Put the letter "K" before the number if the reading is kilometers. c. Leave blank if the item does not have an odometer or if no faults are found.

(4b) Hours. a. When a deficiency or a shortcoming is found, enter the meter reading at the end of the day's dispatch or operation. b. Leave blank if hours do not apply to the equipment or if no faults are found.

(4c) Rounds Fired. Leave blank.

(4d) Hot Starts. Leave blank.

(5) Date. Enter the calendar date the deficiency or shortcoming was found.

(6) Type Inspection. Enter "PMCS". a. Use the same DA Form 2404 for more than 1 day. If you find no faults during the BEFORE OPERATION checks in the PMCS, put the date in column c. If no faults are found DURING or AFTER OPERATION, initial in column e. b. When no faults are found, this form can be used for more than 1 day even if form was used for concurrent PMCSs, i.e., W/M. Just place the first letter of the type of PMCS performed (W/M) in column d, by that day's date in column c after the PMCS was performed.

(7) TM Number and TM Date. a. Enter the number and date of the PMCS TM. When two TMs cover an item, put the second TM number and date in the second number and date block. b. When the manual has changes, print "W/C" and the latest change number after the TM number. Then, put the latest change date in the TM date block.

(8a) Signature. When a deficiency or shortcoming is found, the operator or supervisor signs and enters rank. A signature in this block

keeps the form from being used past current dispatch.

(8b) Time. Leave blank or use as needed locally.

(9a) Signature. Maintenance supervisor or the commander's designated representative will sign when corrective action is taken.

(9b) Time. Leave blank or use as needed locally. For a missile system and missile subsystems reported under AR 700-138, (chapter 4), enter the time when item was found to be NMC.

(10) Man-Hours Required. Leave blank or use as needed locally.

Column a. TM Item No. a. Put the PMCS item number that applies to the fault listed in column c. If the PMCS has no item numbers, list the page, paragraph, or sequence number. Circle the number if the fault is listed in the "Equipment is not ready/available if" column or "Not Mission Capable if" column of the PMCS. If the PMCS has no ready/available or not mission capable column, circle the TM item number, page, or paragraph number of any fault that makes the equipment NMC. b. Pubs or TM sections other than PMCS may be required for safety faults or local dispatching. For example, AR 385-55 lists safety checks that may not be in the PMCS. Those faults will not be counted as NMC for the DA Form 2406 (Materiel Condition Status Report) unless they are in the PMCS "not ready" column or the "not mission capable" column. But, you will list them if you find a problem with one of them. c. For those faults not covered by the PMCS, leave this column blank.

Column b. Status. Enter the status symbol that applies to the fault or deficiency.

Column c. Deficiencies and Shortcomings. a. If you find a fault that can be repaired, stop the PMCS and correct the fault. Do not enter faults that have been repaired on the DA Form 2404. Continue the PMCS to make sure no other faults exist. b. Briefly describe the fault. Skip one or two lines between faults. This will give maintenance room to note actions they take. c. When more than one TM covers the equipment, draw a line under the last entry for one TM. Under the line, write the TM number of the manual you will use next. After you finish the PMCS and list all faults you cannot fix, give the form to the maintenance supervisor. d. When using one DA Form 2404 for more than one item of equipment, enter the serial or administration number for the item with the fault. Write the fault on the line below the serial number e. When you list faults not covered by the PMCS, add the

T230
Oct 03

Extract, DA Pam 738-750
1 AUG 94

pub that covers them; for example, SOP or AR 385-55.

Column d. Corrective Action. Explain corrective actions taken.

Column e. Initial When Corrected. The mechanic initials any faults that have been fixed. The initials will go on the last line for the entry in column d. The maintenance supervisor will review the faults corrected and those still not fixed to decide what other action is needed. For quality control, the inspector or a designated representative will check all corrected status symbol X faults. The inspector will then initial the status symbol.



EQUIPMENT INSPECTION AND MAINTENANCE WORKSHEET						
For use of this form, use DA PAM 738-750: the proponent agency is DCSLOG						B-18
1. ORGANIZATION B Co 214th Avn			2. NOMENCLATURE AND MODEL Trk Cgo 1 1/4 T M1008			
3. REGISTRATION SERIAL NSN 345678	4a. MILES 18310	b. HOURS	c. ROUNDS FIRED	D. HOT STARTS	5. DATE 5 Jan 92	6. TYPE INSPECTION PMCS
7. APPLICABLE REFERENCE						
TM NUMBER TM 9 - 2320 - 289 - 10 w/c 3		TM DATE Jul 86		TM NUMBER		TM DATE
COLUMN a - Enter TM item number. COLUMN b - Enter the applicable condition status symbol COLUMN c - Enter deficiencies and shortcomings.			COLUMN d - Show corrective action for deficiency or shortcomings listed in Column c. COLUMN 3 - Individual ascertaining completed corrective action initial in this column.			
STATUS SYMBOLS						
<p>"x"- Indicates a deficiency in the equipment that places it in an inoperable status.</p> <p>CIRCLED "X"-Indicates a deficiency, however, the equipment may be operated under specific limitations as directed by higher authority or as prescribed locally, until corrective action can be accomplished.</p> <p>HORIZONTAL DASH "-"-Indicates that a required inspection, component replacement, maintenance operation check, or test flight is due but has not been accomplished, or an overdue MWO has not been accomplished.</p>			<p>DIAGONAL "/"-Indicates a material defect other than a deficiency which must be corrected to increase efficiency or to make the item completely serviceable.</p> <p>LAST NAME INITIAL IN BLACK, BLUE-BLACK INK, OR PENCIL-Indicates that a completely satisfactory condition exists.</p> <p>FOR AIRCRAFT-Status symbols will be recorded in red.</p>			
ALL INSPECTIONS AND EQUIPMENT CONDITIONS RECORDED ON THIS FORM HAVE BEEN DETERMINED IN ACCORDANCE WITH DIAGNOSTIC PROCEDURES AND STANDARDS IN THE tm CITED HERON.						
8a. SIGNATURE(Person(s) performing inspection) SPC Mark Houkel		8b. TIME	9a. SIGNATURE (Maintenance Supervisor) Robert W. Potts 1LT		10. MANHOURS REQUIRED.	
TM ITEM NO. a	STATUS b	Deficiencies and shortcomings c		Corrective action D		INITIAL WHEN CORRECTED
5a		4 Jan 92				M.H.
		Transfer will not shift to low		Cleared for limited operation to Transfer vehicle to support		
5a				Maintenance on 5 Jan 92		RWP
		Transfer will not shift to low				

Figure 3-9. Sample of a completed DA Form 2404 used for changing an "X" condition.

Legend: *Completion instructions for DA Form 2404 used for changing an "X" condition*

Note: Administrative/bumper number will be placed in upper right hand corner or as prescribed by local SOP.

(1) Organization. Enter the name of the unit to which the equipment belongs.

(2) Nomenclature and Model. a. Enter the noun abbreviation and the model of the equipment. b. For watercraft, use the noun abbreviation and Hull Design Number.

(3) Registration/Serial/NSN. a. Enter the serial or registration number. Enter the NSN when no serial or registration number is available. b. For watercraft, enter the DA Hull Number.

(4a) Miles. a. When a deficiency or a shortcoming is found, enter the miles or kilometers on the equipment's odometer at the end of the day's dispatch or operation. b. Round to the nearest mile or kilometer. Put the letter "K" if the reading is kilometers. c. Leave blank if the item does not have an odometer or if no faults are found.

(4b) Hours. a. When a deficiency or a shortcoming is found, enter the meter reading at the end of the day's dispatch or operation. b. Leave blank if hours do not apply to the equipment or if no faults are found.

(4c) Rounds Fired. Leave blank.

(4d) Hot Starts. Leave blank.

(5) Date. Enter the calendar date the deficiency or shortcoming was found.

(6) Type Inspection. Enter "PMCS". a. Use the same DA Form 2404 for more than 1 day. If you find no faults during the BEFORE OPERATION checks in the PMCS, put the date in column c. If no faults are found DURING or AFTER OPERATION, initial in column e. b. When no faults are found, this form can be used for more than 1 day even if the form was used for concurrent PMCSs, i.e., W/M. Just place the first letter of the type of PMCS performed (W/M) in column d, by that day's date in column c.

(7) TM Number and TM Date. a. Enter the number and date of the PMCS TM. When two TMs cover an item, put the second TM number and date in the second number and date block. b. When the manual has changes, print "W/C" and the latest change number after the TM number. Then, put the latest change date in the TM date block.

(8a) Signature. When a deficiency or shortcoming is found, the operator or supervisor signs and enters rank. A signature in this block keeps the form from being used past the current dispatch.

(8b) Time. Leave blank or use as needed locally.

(9a) Signature. The commander or the commander's designated representative will sign name and rank when making a status symbol change or changing from an X to a CIRCLED X status symbol for one time operation.

(9b) Time. Leave blank or use as needed locally. For missile system and missile subsystems reported under AR 700-138, (chapter 4), enter the time when item was found to be NMC.

(10) Man-Hours Required. Leave blank or use as needed locally.

Column a. TM Item Number. a. Put the TM item number that applies to the fault listed in column c. If the PMCS has no item numbers, list the page, paragraph, or sequence number. Circle the number if the fault is listed in the "Equipment not ready/available if" column or "Not Mission Capable if" column of the PMCS. If the PMCS has no ready/available or not mission capable column, circle the TM item number, page, or paragraph number of any fault that makes the equipment NMC. b. Pubs or TM sections other than PMCS may be required for safety faults or local dispatching. For example, AR 385-55 lists safety checks that may not be in the PMCS. Those faults will not be counted as NMC for the Materiel Condition Status Report (MCSR) unless they are in the PMCS "not ready" column or the "not mission capable" column. But, you will list them if you find a problem with one of them. c. For those faults not covered by the PMCS, leave this column blank.

Column b. Status. Repair of status symbol X faults cannot be postponed or delayed, but they may be changed to a CIRCLED X status symbol for limited operation. The commander or the commander's designated representative may change an X status symbol fault to a CIRCLED X status symbol. Changing of status symbols should only be done when the equipment is crucial to the mission. No X status symbol faults will be changed to a CIRCLED X if it endangers the operator/crew or causes further damage to the equipment. CIRCLED X conditions will be for one time operation or mission. (Common sense must be used.)

Column c. Deficiencies and Shortcomings. a. If you find a fault that can be repaired, stop the PMCS and correct the fault. Do not enter faults that have been repaired on the DA Form 2404. Continue the PMCS to make sure no other faults exist. b. Briefly describe the fault. Skip one or two lines between faults. This will give

maintenance room to note actions taken. c. When more than one TM covers the equipment, draw a line under the last entry for one TM. Under the line, write the TM number of the **Column d. Corrective Action.** a. Print "Cleared for limited operations," and the specific limits under which the equipment can be operated. For example, limits may involve speed, type of mission, distance, weather, or time. The change may affect a subsystem of a system listed in AR 700-138. If so, make sure the limits include the part of the mission the system can no longer do. b. Deficiencies changed to a CIRCLED X will return to an X status symbol at the end of the day or mission. c. Equipment cleared for limited operations will still be carried as NMC for the DA

manual you will use next. After you finish the PMCS and list all faults you cannot fix, give the form to the maintenance supervisor.

Form 2406, DA Form 3266-2R, and the DD Form 314. d. When a deficiency is corrected immediately or changed to a CIRCLED X, entries in blocks 4 and 5 will be made at the end of the dispatch or operation.

Column e. Initial When Corrected. a. The commander or the commander's designated representative initials for limited operation entries. b. The person taking the action or transferring the document/NSN initials other entries. c. The initials will go on the last line of the entry.

1. NOMENCLATURE		2. MODEL	3. SERIAL NUMBER		
STATUS SYMBOL	FAULT	REASON FOR DELAY	DATE	ENTRY APPROVED (Signature)	DATE (To DA Form 2406)
			(From DA Form 2404)		
	TRUCK, GPO, 2 nd	M35A2 W/O	13215		
X	CLUTCH PEDAL PAD MISSING	2158-0018 2320-00-510-2115	8 Jun 92	[Signature]	10/1/92
X	SHEAR PIN BROKEN	2320-00-216-1248	10 Jun 92	[Signature]	
X	FRONT TOW SHACKLES MISSING	2320-00-216-1215	10 Jun 92	[Signature]	
X	RIGHT FRONT FENDER CRACKED	2320-00-216-1215 E SERVICE 16 Jun 92	16 Jun 92	[Signature]	

Figure 3-23. Sample of a completed DA Form 2408-14

Legend: Completion instructions for DA Form 2408-14, Uncorrected Fault Record
(1) Nomenclature. Enter the noun of the item.
(2) Model. Enter the model number.
(3) Serial Number. a. Enter the serial or registration number. b. For watercraft, enter the DA Hull number.

(a) Status Symbol. Enter the status symbol that applies to the fault. Status symbol X faults will not go on this form.
(b) Fault. Enter the fault. Entries will be transcribed from column c, DA Form 2404.
(c) Reason for Delay. a. Give the reason for delay. b. If the reason is a part on order, print

the document number and NSN or part number for each. For parts on order from QSS, print QSS and the Julian date you were told the part was not on hand. For items on order from the Self-Service Supply Center (SSSC), print SSSC and the Julian date you were told the item was not on hand. c. If the part is cancelled later, print "cancelled" and the Julian date the part was cancelled. Then line through the entry from columns a through f. If you still need the part, reorder it. Put the fault, NSN or part number, and new document

number on the next open line. d. If the delay is until the next scheduled service, print "Schedule for next PM service." State which service and the date of miles/hours when it is due. e. If the delay is for a shop backup, put the work or job request number in column c. Support work or job **(d) Date.** Enter the calendar date the entry was transcribed to DA Form 2408-14.

(e) Entry Approved (Signature). The commander or the commander's designated representative will sign in this block when the entry is made. Enter first name and last name.

(f) Date. Enter the calendar date the fault was actually corrected or transcribed to DA Form 2407. The individual correcting the fault will enter his or her last name initial over the status symbol in column a.

12.0 Unit Level Logistics System (ULLS) User Procedures

Subtopics:

- [General ULLS Information](#)
- [Operational processes](#)
- [Equipment data update](#)
- [Equipment data reports](#)
- [Maintenance support functions](#)
- [Equipment dispatch](#)
- [Equipment record folder](#)
- [DA Form 5823](#)
- [Motor equipment dispatch](#)
- [DA Form 2401](#)
- [DA Form 2405](#)
- [Maintenance request form \(automated\)](#)
- [DA Form 5409 \(inoperative Equipment Report \(IER\)\) and DA Form 5410 \(Unit Level Deadlining Parts Report \(ULDPR\)\)](#)
- [Nonaeronautical Equipment, Army Oil Analysis Program \(AOAP\)](#)
- [Historical records contained In ULLS](#)
- [Manager Reports](#)
- [The Army Materiel Status System \(AMSS\)](#)

request numbers are entered only when the request has been deferred by support. f. identification of a leak by itself is not a fault or action that can be entered on the DA Form 2408-14. But, delays required to correct a Class I or Class II leak may be entered. Each entry will have a calendar date when the leak will be repaired or re-evaluated. Under observation does not correct a leak and will not be entered on the DA Form 2408-14 as a reason for delay. Class I and II leak entries go on the DA Form 2408-14 only when they require a repair or definitive action. Class III leaks are deficiencies. Repair of Class III leaks will not be deferred. g. Do not list faults that are on a support DA Form 2407 for repair, except support work order requests that do not render the equipment NMC (i.e., Communication shelters).

12.1 General ULLS Information

a. ULLS is the Army's Unit Level Logistics System. ULLS collects maintenance and supply data and provides management information at the unit level.

b. ULLS automates/replaces portions of TAMMS. The following DA/DD Forms have been automated and the ULLS generated printouts (shown with a -E) are authorized replacements: (1) DA Form 5823 (Equipment Identification Card). DA Form 5823 is not required if you are operating with ULLS; this information is on the dispatch printout.

(2) DD Form 1970 (Motor Equipment Utilization Record) (DA Form 5987-E, Motor Equipment Utilization Record (Automated)).

(3) DA Form 2401 (Organizational Control Record for Equipment) (DA Form 5982-E, Dispatch Control Log (Automated)).

(4) DD Form 314 (Preventive Maintenance Schedule and Record) (Front side Only) (DA Form 5986-E, Preventive Maintenance Schedule and Record (Automated)).

Note. The DA Form 2406 (Materiel Condition Status Report) and backside of the DD Form 314 will be automated upon the completion of the Army Materiel Status System (AMSS) module, which is scheduled to be included in Software Change Proposal (SCP) 05.

(5) DA Form 2404 (Equipment Inspection and Maintenance Worksheet) (DA Form 5988-E, Equipment Inspection/Maintenance Worksheet (Automated)).

(6) DA Form 2405 (Maintenance Request Register) (DA Form 5989-E, Maintenance Request Register (Automated)).

(7) DA Form 2407 (Maintenance Request) (DA Form 5990-E, Maintenance Request (Automated)).

(8) DA Form 2408-14 (Uncorrected Fault Record). This form was eliminated by including all its information on the DA Form 5988-E (Equipment Inspection and Maintenance Worksheet).

(9) DD Form 2026 (Oil Analysis Request) (DA Form 5991-E, Oil Analysis Request (Automated)).

(10) DA Form 2408-9 (Equipment Control Record) (Usage only) (DA FORM 5992-E, Equipment Usage Request (Automated)).

Note. Transfers, Gains & Losses are done at the property book level.

(11) DA Form 348 (Equipment Operator Qualification Record) (DA Form 5983, Equipment Operator Qualification Record (Automated) and 5983-1-E, Operator's Qualification Record (Automated)).

(12) Optional Form 346 (U.S. Government Motor Vehicle Operator's Identification Card) (DA Form 5984-E, Operator's Permit Record (Automated)).

(13) SF Form 46 (Operator's Identification Card) (DA Form 5984-E)

c. The forms and records produced and recorded in ULLS will be maintained by all units, organizations, and activities who operate self-powered vehicles, towed vehicles, and stationary equipment. The local commander may also require weapons and non serial numbered items to be maintained on this system.

d. Units operating under ULLS will use printouts or automated reports in place of the manual forms prescribed in other chapters. However, units that are not automated will maintain manual forms as required by chapters 2, 3, 4, 5, 9, 11, and appendix E.

Note. The automated processes in ULLS supersede all manual procedures. In cases that there is a conflict on form disposition between DA Pam 738-750 and the user manual, DA Pam 738-750 will take precedence.

e. There are four separate categories of maintenance processes within ULLS. This chapter contains information for--

- (1) Operational processes.
- (2) Equipment data update.
- (3) Equipment data reports.
- (4) Maintenance support.

12.2 Operational processes

Operational records and system generated reports provide the information needed to plan, manage, and control equipment. The operational processes menu contains the following functions:

a. *Equipment dispatch and return.* This process provides for the regular dispatch or alert dispatch of equipment and return as shown below:

(1) Equipment dispatch. Allows the user to dispatch equipment with option to produce the Equipment Maintenance and Inspection Worksheet. This replaces the requirement for a DD Form 1970 and DA Form 2404 (see fig 12-1).

(2) Alert dispatch. Provides dispatches, by DODAAC, for all equipment listed in the equipment data file as alert dispatchable (see Fig 12-2).

(3) Equipment dispatch - returning. This process is used when returning equipment from regular dispatch. It updates the end item, component usage, operator record, fuel usage, and dispatch control files.

b. *DA Form 5988-E (Automated).* This process allows user to print an Equipment Maintenance and Inspection Worksheet for each piece of equipment by DODAAC, admin number, or by FSC to facilitate PMCS and other scheduled inspections. The FSC option allows the user to select an item on file by FSC, e.g., to select only generators, enter "6115". The system will check the document control register (DCR) and maintenance fault file and print all faults and parts that have been ordered. (See figs 12-3 through 12-5.)

c. The DA Form 5988-E (Automated) (figs 12-3 through 12-5) is used at organization level to--

(1) Record faults found during an inspection. These faults include PMCS, maintenance activity inspections, diagnostic checks, and spot checks.

(2) Record marine conditions surveys of watercraft.

(3) Record the results of technical inspections on equipment. When needed, this form will show condition codes listed in AR 725-50, AR 750-1, TB, or other publications requiring the technical inspection.

(4) Collect all maintenance and services performed on vehicles that are involved in a DA approved Sample Data Collection (SDC) Plan. In addition to the requirements in this pamphlet, the applicable Field Planning Guide (FPG) will

identify additional data required as mandatory entries on the PCN AWACF184 (DA Form 5988-E (Automated)).

(5) Report Battle Damage Assessment and Repair (BDAR).

d. Operators, crews, and unit maintenance personnel use the AWACF184 (DA Form 5988-E) to list faults they cannot fix and faults corrected by replacing parts.

e. Operators and crews, first-line leaders, maintenance supervisors, and commanders are equally responsible for updating ULLS with current information recorded on the form.

f. Disposition is as follows:

(1) The AWACF184, DA Form 5988-E

(4) The DA Form 5988-E (Automated) used for technical inspections will stay with the item until all maintenance is performed or the item is destroyed.

(5) Input the most serious fault that must be fixed at support maintenance to the DA Form 5990-E (Automated) and attach the worksheet to DA Form 5990-E (Automated).

(6) Faults that cannot be fixed or must be deferred will be annotated on the worksheet and updated through the maintenance fault update process.

(7) When there is an NMC deficiency on the worksheet, keep the worksheet until the deficiency has been input through maintenance fault update process or repaired. This includes the worksheet on equipment sent to support maintenance.

(8) When the DA Form 5988-E (Automated) is used to report BDAR action, mail it to Survivability/Vulnerability Information Analysis Center (SURVIAC), ATTN: AFDL/FES/CDIC, Wright Patterson AFB, OH 45333.

g. Maintenance faults provides the capability to identify maintenance faults related to a specific piece of equipment to add, change, or delete these faults as required. Faults added will be written to the appropriate maintenance files, and appear on the equipment maintenance/inspection worksheets.

h. Parts instilled enables the user to install parts that have been received either by admin number or document number. Additionally, it updates the DCR.

i. Services performed enables the user to enter data on services and tests performed on the equipment. The process will update service due file, the EDF, and component data file. When services are performed, the system will automatically schedule the next service due. However, the user must calculate and enter the

(Automated), used for operator PMCS on an equipment will be kept in the equipment record folder or in a protective cover until it is no longer needed; for example, upon updating the ULLS system and generating a new listing.

(2) The AWACF184, DA Form 5988-E (Automated), listing faults found during an operator's or crew's PMCS, goes to the maintenance supervisor for action. Maintenance section leaders review the form prior to destruction to ensure all actions have been taken or recorded within ULLS.

(3) The DA Form 5988-E (Automated) used for scheduled services will be kept on file for quality control until next service is performed. next special service, lube, and AOAP due date. These service types and dates are written to the dispatch printouts and listed under service due data.

j. Add/delete operator provides the user a means of adding and deleting operator records. When an operator qualification record is created, the system will utilize the data entries to dispatch vehicles to qualified operators as shown below. The system automatically calculates the operator's miles upon return of a dispatch, and maintains the operator's qualifications, restrictions, accidents, awards, and training until the record is deleted.

(1) Add operator's qualifications. This process will produce an Equipment Operator Qualification Record (fig 12-6). This process replaces the manual DA Form 348.

Note. The user cannot change driver license number. If an error is made, the user must delete the record and reenter it.

(2) Delete Operator. This process must be used if an invalid license number was input and requires changes, or if an operator transfers from the unit.

k. Modify operator record provides the means of updating an operator's record once the record has been added to the system.

12.7 Equipment record folder

a. The equipment record folder (NSN 7510-01-065-0166) holds the forms needed to record equipment use, operation, and condition while on dispatch.

b. The folder is used as follows each time an item of equipment is dispatched:

(1) The folder will carry only the printouts and records needed during a dispatch.

(2) A DA Form 2408-4 will go in the folder only when the weapon is to be fired, serviced, or

T230
Oct 03

Extract, DA Pam 738-750
1 AUG 94


repaired.

(3) Place all the appropriate printouts and forms, except the DD Form 314 and DA Form 2408-9, in the folder when the equipment goes to support maintenance.

c. When equipment is turned in or transferred, the folder will accompany the equipment. The folder will contain the Acceptance DA Form 2408-9 and printouts/diskette generated from ULLS.

Note. Be sure to coordinate these actions with your support property officer before actual transfer or turn in.

U.S. ARMY
EQUIPMENT RECORD FOLDER


 DEPARTMENT OF THE ARMY
 UNITED STATES OF AMERICA

1 BUMPER NO <i>H-16</i>	7 MODEL <i>M151A2</i>
2 NOUN <i>TRK 1/4 TON</i>	8 NSN <i>3320-00-177-9258</i>
3 SERIAL NO <i>A241827</i>	9 AOAP SAMPLE
4 NEXT SERVICE AT <i>29,700 MILES / 14 DEC</i>	10 NEXT LUBE AT <i>27,018 MILES / 27 SEP</i>
5 OPERATOR <i>LOWMAN PFC</i>	11 SUPPLY SCR <i>BISHOP CW2</i>

DA FORM 5823, SEP 83 **EQUIPMENT IDENTIFICATION CARD**
FOR USE IN THE ARMY AND THE MARINE CORPS
THE PREVIOUS EDITION IS OBSOLETE

THIS RECORD IS A DEPARTMENT OF ARMY CONTROLLED ITEM AND MUST BE SAFEGUARDED AGAINST LOSS AND DAMAGE. IN THE EVENT OF LOSS SEE DA PAM 738-750
PROPERTY OF THE U.S. GOVERNMENT

Figure 2-1. Sample of a completed Equipment Record Folder with Equipment Identification Card

Legend: Completion instructions for DA Form 5823D Completion instructions for DA Form 5823

The following information will go on each DA Form 5823:

Bumper No. Enter the equipment bumper number. If the equipment does not have an assigned bumper number, enter the equipment's administration number.

Model. Enter the model number.

Noun. Enter the noun or noun abbreviation. **National Stock Number (NSN).** List the end item NSN.

Serial No. List the serial number for the equipment. For equipment managed by

registration number, put the item's registration number on the card.

AOAP Sample. Enter the date and hours the next AOAP sample is due. Get this information from the equipment's DD Form 314 or AOAP lab printout. When making this entry, only use pencil. The entry is only needed for equipment under AOAP.

Next Service At. Enter the date and/or miles, kilometers, or hours when the next scheduled service is due on the equipment. Get this information from the DD Form 314. Pencil entry.

Next Lube At. Put the date and/or miles, kilometers, or hours when the next scheduled lubrication service is due on the equipment.

T230
Oct 03

Extract, DA Pam 738-750
1 AUG 94

Pencil entry. Get this information from the DD Form 314.

Operator. The operator's last name and rank go here. Pencil entry. Leave blank if more than one operator is assigned to the equipment.

Supervisor. Put the last name and rank of the operator's leader or supervisor here. Pencil entry. _____

Notes: 1. The operator's and supervisor's or leader's names are used for two purposes. If the folder is lost or misplaced, the finder will have

names to track down. Most important, those names show who is responsible for the equipment, the forms in the folder, and the information on the equipment's condition. 2. The back of the card may be used for locally required information. For example, if your command asks for a monthly mileage report, put your start and end dates and miles on the card in pencil. You will get the miles travelled from the DD Form 1970.

Legend: *Completion instructions for ULLS generated Equipment Maintenance and Inspection Worksheet, DA Form 5988-E (Automated) (used for maintenance services and inspections)*

Equipment Data Section: a. Admin number, Equipment Model, Equipment Noun, Equipment National Stock Number (NSN), Equipment Serial Number, Registration Number, Type Inspection, and the Publication Numbers (with changes) will be retrieved from the equipment data file. No entries from the operator/supervisor are needed in these areas. b. The person performing the service or inspection will review the data fields prior to ensure information listed on the worksheet is correct. If any fields are incorrect, pencil in the correct data and give to the ULLS operator. The OLLS operator will update data fields using the ULLS Menu process. For more information about these data fields, refer to the ULLS End User Manual ADSM-25-L3N-AWA-ZTH-EUM.

Type Inspection. The person performing the service or inspection will request a worksheet with the type of inspection or service to be performed. See ULLS End User Manual or Chapter 3 of this pamphlet for explanation of these symbols.

Note: A continuation sheet may be needed to perform the inspection or service. The ULLS has this option available.

Signature. The person performing service/inspection signs and enters rank after inspection is completed.

Time. Leave blank or use as needed locally.

Signature. The maintenance supervisor or designated representative signs name and enters rank after service/inspection is completed and parts have been ordered.

Time. Leave blank or use as needed locally. For missile system/subsystem reported under AR 700-138, enter the time when you find a deficiency.

Part Requested Section: The system will check the document control register (DCR) and print any parts that have been ordered against the admin number on the worksheet. Maintenance personnel and supervisors will review this section and take appropriate action as required. For more information about this section, see the ULLS End User Manual ADSM-25-L3N-AWA-ZTH-EUM.

Fault. Shows the fault number for which the part is requested.

Doc Number. The document number under

which the required part has been ordered.

NIIN. National Item Identification Number.

QTY Due. Due-in quantity for the part on order.

QTY Rec. The quantity received.

Status Date. Shows date of status code.

Date Comp. The date the transaction was completed.

PRI. The priority for item ordered.

DLC. Deadline code. "D" if deadline; "N" if not deadline.

Maintenance Faults Section:

Item Num. a. Put the PMCS item number that applies to the fault listed in this column. If the PMCS has no item numbers, list the page, paragraph, or sequence number. Circle the PMCS number if the fault is listed in the "Equipment is not ready/available if" column or "Not Mission Capable if" column of the PMCS. If the PMCS has no ready/available or not mission capable column, circle the TM item number, page or paragraph number of any fault that makes equipment NMC. b. Pubs or TM sections other than PMCS may be required for safety faults or local dispatching. For example, AR 385-55 lists safety checks that may not be in the PMCS. Those faults will not be counted as NMC for Materiel Condition Status Report (MCSR) reporting unless they are in the PMCS "not ready" column or the not mission capable column. But, you will list them if you find a problem with one of them.

Fault Date. Enter the date the service is performed or the date the equipment went non mission capable (NMC).

Fault Status. Enter the status symbol that applies to the fault or deficiency.

Fault Description. a. If you find a fault that can be repaired, stop the PMCS and correct the fault. Do not enter faults that have been repaired or already listed on the worksheet. Continue the PMCS to make sure no other faults exist. b. Briefly describe the fault. Skip one or two lines between faults. This will give maintenance room to note actions they take. c. When more than one TM covers the equipment, draw a line under the TM. Under the line, write the TM number of the manual you will use next. After you finish the PMCS and list all faults you cannot fix, give the form to the maintenance supervisor.

Corrective Action. a. Explain corrective actions taken. b. If parts are needed, the mechanic will enter the NSN or part number in this column. c. Faults that need support maintenance will go on a ULLS, generated maintenance request. Print (SPT-MAINT) in this column.

d. The commanders designated representative will decide what maintenance can be delayed. Faults that do not affect the operation of the equipment and the operators safety can be deferred because (1) Support is backed up and cannot get to the equipment right away. (2) The needed repair part is not on hand. (3) Other reasons at the commanders discretion. e. Those faults that the commanders designated representative decides to defer will be printed in this column.

Initials. a. The mechanic initials any dash or diagonal status symbols that are fixed. For status symbol "X", the mechanics initials will go on the last line for entry. The inspector or a designated rep will check all corrected status symbol "X" faults. The inspector will then initial the status symbol. The person who did the work initials in the initial column. b. For quality control, the worksheet will be maintained on file until the next service is completed.

DATE : 26-APR-93	EQUIPMENT MAINTENANDCE AND INSPECITION WORKSHEET	DA FORM 5988-E
WK4WRC	B CO, 703 INF BN	

-----EQUIPMENT DATA-----

ADMIN NUM:	821	EQUIP SERIAL NUM:	050493
EQUIP MODEL:	M998	REGISTRATION NUM:	NG38NA
EQUIP NOUN:	TRK UTL C60 1.25T 4X4	TYPE INSPECTION:	W
EQUIP NSN:	2320011077155	CURRENT READING:	M 010987
	NUMBER	DATE	CHANGE NUMBER
PUBLICATION:	TM 9-2320-280-10	06/91	02
PUBLICATION:	TM 9-2320-280-10-HR	05/88	00
SIGNATURE:	Sid Gomez SP	TIME:	
SIGNATURE:	Mike Post 1LT	TIME:	

-----PARTS REQUESTED-----

FAULT	DOC	NUM	NIIN	QTY DUE / REC	STATUS DATE	DATE COMP	PRI	DLC
								N
001	3116	0001	000785961	00002 - - - - -		0	13	N
002	3116	0002	000000001	00002 - - - - -		0	13	N

-----MAINTENANCE FAULTS-----

ITEM NUM	FAULT DATE	FAULT STATUS	FAULT DESCRIPTION	CORRECTIVE ACTION	INITIALS
0001	26-APR-93	/	WON'T START	ELECTRICAL	
0002	26-APR-93	X	CLUTCH SLIPPING	ADJUST	
0003	26-APR-03	X	EXHAUST MANIFORL LEADING	REPLACE PACKING	
			27 Apr 93		JDW
5	28 Apr 93	X	Transfer will not shift to low	Cleared for limited	
				Operation to transfer	

				Vehicle to support	
				Maintenance on	
				28 Apr 93	MLP
5	28 Apr 93	X	Transfer will not shift to low		

Figure 12-4. Sample of an ULLS generated DA Form 5988-E, Equipment Maintenance and Inspection Worksheet (for changing an "X" condition)

Legend:

Completion instructions for ULLS generated Equipment Maintenance and Inspection Worksheet, DA Form 5988-E (Automated) (used for operator/crew PMCS and changing an "X" condition).

Signature. When a deficiency or shortcoming is found, the operator or supervisor signs and enters rank. A signature in this block keeps the form from being used past current dispatch.

Time. Leave blank or use as needed locally.

Signature (For figure 12-3). Operators supervisor will sign and enter rank when a fault is found on the PMCS.

Time. Leave blank or use as needed locally.

Signature (For figure 12-4). The commander or the commanders designated representative will sign name and enter rank when making a status symbol change or changing from an X to a circled X status symbol for one time operation.

Date Comp. The date that all parts were received for document number listed or transaction closed.

Maintenance Faults Section:

Item Num. a. Write the PMCS item number that applies to the fault listed in this column. If the PMCS has no item numbers, list the page, paragraph, or sequence number. Circle the number if fault is listed in the "Equipment is not ready/available if" column or "Not Mission Capable if" column of the PMCS. If the PMCS has no ready/available or not mission capable column, circle the TM item number, page, or paragraph number of any fault that makes equipment NMC. b. Pubs or TM sections other than PMCS may be required for safety faults or local dispatching. For example, AR 385-55 lists safety checks that may not be in the PMCS. Those faults will not be counted as NIVIC for Materiel Condition Status Report reporting unless they are in the PMCS "not ready" column or the not mission capable column. But, you will list them if you find a problem with one of them. c. For those faults not covered by the PMCS, leave this column blank.

Fault Date. Enter the calendar date the deficiency or shortcoming was found.

Fault Status (Figure 12-3). Enter the status symbol that applies to the fault or deficiency.

Fault Status (Figure 12-4). Repair of status symbol X faults cannot be postponed or delayed, but they may be changed to circle X status symbol for limited operation. The commander or the commanders designated representative may change an X status symbol fault to a circle X status symbol. Changing of status symbols should only be done when the equipment is crucial to the mission. No X status symbol faults will be changed to a circle X if it endangers the operator/crew or may cause further damage to the equipment. Circle X conditions will be for one time operation or mission (common sense must be used).

Corrective Action (Figure 12-3). Explain corrective actions taken.

Corrective Action (Figure 12-4). a. Print "Cleared for Limited Operations." Provide the specific limits under which equipment can be operated. For example, limits may involve speed, type of mission, distance, weather, or time. The change may affect a subsystem of a system listed in AR 700-138. If so, make sure limits include that part of the mission the system can no longer do. b. Deficiencies changed to a circle X will return to an X status symbol at the end of the day or mission. c. Equipment cleared for limited operations will still be carried as NMC for the Materiel Condition Status Reporting. d. When a deficiency is corrected or changed to a circle X, enter the miles and calendar date in the corrective action column at the end of the dispatch or operation.

Initials (Figure 12-3). The mechanic initials any faults that have been fixed. The mechanic gives it back to maintenance supervisor. Maintenance supervisor will review the faults corrected and those still not fixed to decide what other action is needed. For quality control, the inspector or a designated representative will check all corrected status symbol X faults. The inspector will then initial the status symbol.

Initials (Figure 12-4). a. The maintenance supervisor or the commanders designated representative initials for limited operations entries. b. The person taking the action or transferring the document/NSN initials other entries. c. The initials will go on the last line of entry.