



1st Armored Division & Fort Bliss
"AMERICA'S TANK DIVISION"

Leaders Book



INDIVIDUAL WEAPON QUALIFICATION AND STATUS

Name:			
Weapon	Serial Number	Qual Date	Qual Level
OPTIC			
NOD			
Additional			
Name:			
Weapon	Serial Number	Qual Date	Qual Level
OPTIC			
NOD			
Additional			
Name:			
Weapon	Serial Number	Qual Date	Qual Level
OPTIC			
NOD			
Additional			
Name:			
Weapon	Serial Number	Qual Date	Qual Level
OPTIC			
NOD			
Additional			
Name:			
Weapon	Serial Number	Qual Date	Qual Level
OPTIC			
NOD			
Additional			



SOLDIER DATA

PERSONAL DATA						
NAME:				RANK:		
ADDRESS:						
AKO:						
SSN:	DOR:		POB:			
DOB:	CLR EYES:		Blood Type			
CLR HAIR:	GLASSES:		INSERTS:			
DEROS:	HT/WT:					
RELIGION:	ALLERGIES:					
PROFILE:	Dental Exam:					
DENTAL CAT:						
C/H INJRS:						
Special Skills:						
Hobbies:						
POW:				Plate #:		
POV:				License #:		
Plate #:				Policy #:		
Insurance Co:				EXP DATE:		
POW:						
Location of POW:						
Date Register:						
Marital Status:	# of Dependents:		Anniversar			
Name of Dependents:			DOB:	AGE:		
Name of Dependents:			DOB:	AGE:		
Name of Dependents:			DOB:	AGE:		
Name of Dependents:			DOB:	AGE:		
Name of Dependents:			DOB:	AGE:		
NEXT OF KIN:						
RELATIONSHIP:						
ADDRESS:						
CONTACT PHONE #:						
HOR ADDRESS:						
PROFESSIONAL DATA						
PMOS:	SMDS:		BPED:	GT Score:		
BA SD:	ETS:		Date Assigned:	APFT:		
CIV ED LEVEL:	NCOES:					
LAST NCOER:	TYPE:		NCOER DUE:	APFT:		
BARRED DATE:	REASON:					
FLAGGED DATE:	REASON:					
CURRENT ENLISTMENT:	TIS:		TIG:			
PREV DUTY STATION:						
AWARDS RECEIVED:						
PREV POS/ MIL CRS/						
ADDITIONAL DUTIES:						



The "Golden Triangle"

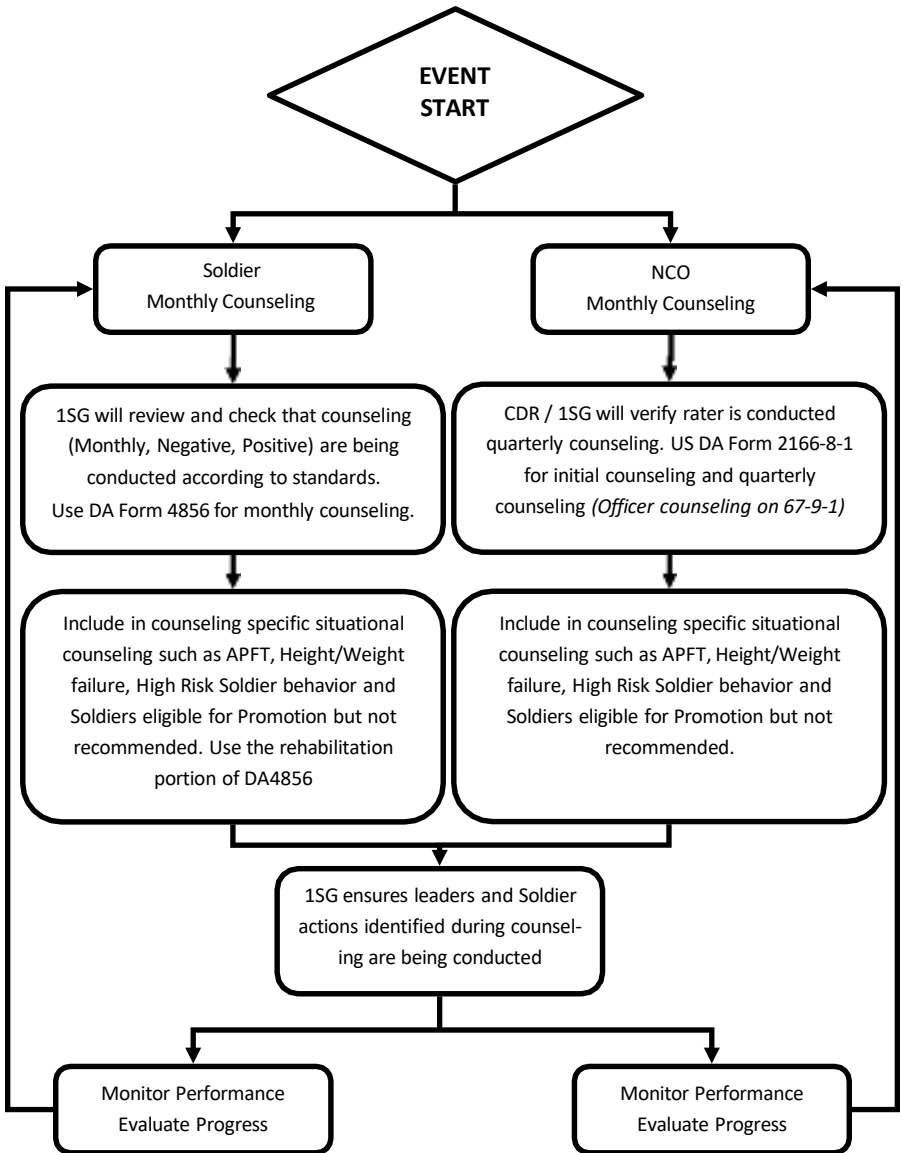
Purpose: To determine the significant people/influencers in the Soldier's life and open 2-way lines of communication between the Soldier's family, friends, and the Chain of command (1st Line Leader); to better allow leaders to "connect the dots"



Notes from conversation with the family:



COUNSELING



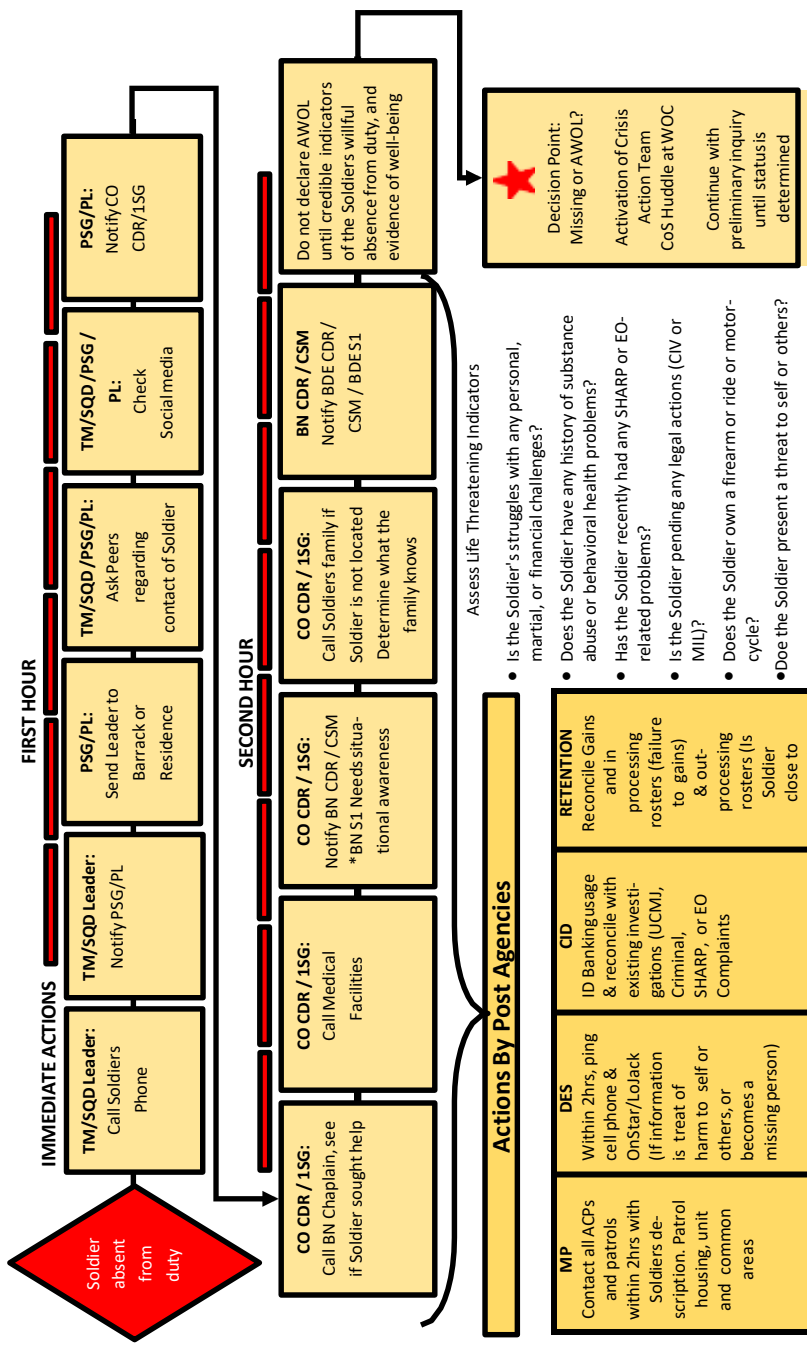
REFERENCES:

AR 623-3 DA PAM 623-3
AR 635-200 FM 22-100





WELL-BEING BATTLE DRILL FOR ABSENT SERVICE MEMBER



Actions By Post Agencies

MP	DES	CID	RETENTION
Contact all ACPs and patrols within 2hrs with Soldiers description. Patrol housing, unit and common areas	Within 2hrs, ping cell phone & OnStar/Lolack (If information is treat of harm to self or others, or becomes a missing person)	ID Banking usage & reconcile with existing investigations (UCMJ, Criminal, SHARP, or EO Complaints	Reconcile Gains and in processing rosters (failure to gains) & out-processing rosters (Is Soldier close to separation

Critical Numbers

Ambulance / Fire / Police / Emergency	911
Non-Emergency / Local EMS:	
Military Police:	(915) 568-2115 (915) 568-2116 (915) 568-2117
Fire Department:::	(915) 744-1283
Child or Spouse Abuse (Family Abuse)	
24/7 Domestic Violence Hotline:	(915) 269-2013
24/7 Child Abuse Hotline:	(915) 549-2199
24/7 Child Abuse Hotline:	(800) 252-5400
TRICARE Nurse Advise Line	(800) 874-2273
Suicide Prevention:	
National Suicide Prevention Lifeline:	(800) 273-8255
Veterans Crisis Line:	(800) 273-8255 (Press 1)
El Paso Crisis Line:	(915) 779-1800
24/7 Chaplain Line:	(915) 637-4265
Sexual Assault:	
Fort Bliss SHARP 24/7:	(915) 245-8991
Behavioral Health:	DoD Safe Helpline: (877) 995-5247
1BCT and DIVARTY:	(915) 742-9326
Building 21227 Torch Road	
2BCT:	(915) 742-1782
Building 21000 Minue Road	
3BCT:	(915) 744-1499
Building 20415 Gulf Victory Road	
1AD CAB, 1AD SB, HHBN:	(915) 742-1022
Mendoza Behavioral Health Clinic	
Building 113355 Sims Boulevard	
Military OneSource:	(800) 342-9647
VETS4WARRIORS:	(855) 342-9647 (855) VET-TALK (855) 838-8255



Ask Care Escort



Ask your buddy

- Have the courage to ask the question, but stay calm
- Ask the question directly: Are you thinking of killing yourself?

Care for your buddy

- Calmly control the situation; do not use force; be safe
- Actively listen to show understanding and produce relief
- Remove any means that could be used for self-injury

Escort your buddy

- Never leave your buddy alone
- Escort to chain of command, Chaplain, behavioral health professional, or primary care provider
- Call the National Suicide Prevention Lifeline

TA - 095 - 0510

USAPHC <http://phc.amedd.army.mil/>



National Suicide Prevention Lifeline:
1-800-273-8255 (TALK)





"America's Tank Division"

SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States, and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

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

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



NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service, and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

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

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



"Iron Soldiers March"

Iron Soldiers, Old Ironsides,

First Armored Division, honor and pride.

Guarding freedom we're proud to be, America's tank force, Steel Victory!

With that Iron patch worn on my sleeve,

I join with those who fight for liberty!

Always ready, for peace we strive,

Iron Soldiers,

Old Ironsides.

Army Song

"The Army Goes Rolling Along"

March along, sing our song, with the Army of the free.
Count the brave, count the true, who have fought to victory.

We're the Army and proud of our name!

We're the Army and proudly proclaim:

First to fight for the right,
And to build the Nation's might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battle's won,
And the Army goes rolling along.

Then it's hi! hi! hey!
The Army's on its way.
Count off the cadence loud and strong;
For where'er we go,
You will always know
That the Army goes rolling along.



CODE OF CONDUCT

I

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

II

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

III

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

IV

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

V

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

VI

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



ARMY VALUES

L- **LOYALTY**: BEAR TRUE FAITH AND ALLEGIANCE TO THE U.S. CONSTITUTION, THE ARMY, AND OTHER SOLDIERS.

D- **DUTY**: FULFILL YOUR OBLIGATIONS.

R- **RESPECT**: TREAT PEOPLE AS THEY SHOULD BE TREATED.

S- **SELFLESS-SERVICE**: PUT THE WELFARE OF THE NATION, THE ARMY AND YOUR SUBORDINATES BEFORE YOUR OWN.

H- **HONOR**: LIVE UP TO ALL THE ARMY VALUES.

I- **INTEGRITY**: DO WHAT'S RIGHT, LEGALLY AND MORALLY.

P- **PERSONAL COURAGE**: FACE FEAR, DANGER, OR ADVERSITY (PHYSICAL AND MORAL).



DAILY PERSONNEL STATUS

DATE: _____

AUTHORIZED:

OFF: _____ NCO: _____ ENL: _____ TOTAL: _____

ASSIGNED:

OFF: _____ NCO: _____ ENL: _____ TOTAL: _____

PRESENT FOR DUTY:

OFF: _____ NCO: _____ ENL: _____ TOTAL: _____

ABSENT:

OFF: _____ NCO: _____ ENL: _____ TOTAL: _____

ORDINARY LV: _____

OCONUS LV: _____

CON LV: _____

PASS: _____

TDY/SCHOOL: _____

DETAIL: _____

HOSPITAL: _____

APT: _____

QUARTERS: _____

AWOL: _____

TOTAL: _____

Notes:



PLATOON LEADER DUTIES

Welfare of the Troops

Platoon Leadership

Field Operations –

Mission Planning

Organization

Execution

Personnel

Equipment

Accountability

Supervision

Platoon Command & Control

Accountability of Platoon Equipment (Platoon Hand Receipts / Shortage Annexes)

Maintenance (Vehicles, Commo, Weapons, NBC, Service Kits, Night Vision Devices).

Training-

Planning

Resourcing

Scheduling

Conduct Weekly Platoon Training Meetings IAW the 8-Step Training Process

Maintenance

Reports Issues to the XO & CO, and Platoon

Short/Long Range Training Calendars

Responsible for Counseling the Platoon Sergeant (Initial, Quarterly, Monthly (While in Garrison), and After Each Field Deployment (Verbal & Written)

Conduct AAR's After Each Mission and Field Deployment, Submit Deployment AAR's In Writing to the Company Co.

Draw and Account for all COMSEC Equipment, as Needed

Keep Platoon Battle Roster Updated

Submit All Platoon Awards, as Needed

Support Single Soldier Programs

Protect Block Leave and Family Time



PLATOON SERGEANT DUTIES

Welfare of the Troops

Platoon Leadership

Personnel Accountability

Field Operations:

Mission Support,

Class I, III, & V

Maintenance

Transportation

Medical Support

Platoon Senior Trainer, Assist & Evaluate Squad Training

Platoon Physical Fitness Program

Maintenance Supervisor for Platoon Vehicles and All Equipment

Formations --Top Standards Bearer

(Inspection of Troops-Equipment and Appearance)

Common Areas

(Inspections, Cleanliness, and Appearance)

Daily Garrison Operations and Detail Support

Administrator of Platoon Paper Work

NCO'S Quarterly Counseling and Review All NCOER'S

Counseling Packets

SRP Packets

Performs Duties as Platoon Leader, if Absent

Performs Duties as 1SG, if Absent

Promotions

Write/Recommend All Platoon Awards, as Needed

Develop and Update Platoon Battle Roster Support

Single Soldier Programs

Protect Block Leave and Family Time



SECTION SERGEANT / SQD LDR DUTIES

Welfare of The Troops.

Squad Leadership

Personnel Accountability

Field Operations-

- Mission Support

- Personnel

- Equipment

- Accountability

- Squad Leader Guidance

Squad Trainer and Evaluation of Individual Skills

Supervises Physical Fitness Training

Maintenance Status to Platoon Leader (Vehicles, Commo, Weapons, NBC, And Night Vision Devices)

Standards Setter for All Inspections

Squad Assigned Common Areas

- Inspections

- Cleanliness

- Appearance

Daily Garrison Operations and Detail Support

Using The 8-Step Training Process, Submit Training Requirements at The Platoon Training Meeting

Counsel Soldiers after each Field Deployment and While in Garrison (Monthly)

NCO's Quarterly Counseling and Initial Counseling

Individual Weapons Training & Qualification

Conduct AAR's after each Mission and Field Deployment, Submit in Writing to Platoon Leader

Performs Duties as Platoon Sergeant, if Absent

Promotions & Recommendation, as Needed

Recommend Squad Awards, as Needed

Support Single Soldier Programs

Protect Block Leave and Family Time



Team Leader Duties

Welfare of The Troops.

- Team Leadership.
- Personnel Accountability Equipment Accountability.
- Field Operations-Mission Support .

Team Leader Guidance:

- Team Trainer and Evaluation of Individual Skills
- Maintenance Status to Squad Leader(Vehicles, Commo, Weapons, NBC, And Night Vision Devices) Standards Setter for All Inspections
- Supervises Assigned Common Areas
- Inspections Cleanliness Appearance
- Daily Garrison Operations and Detail Support
- Counsel Soldiers after each Field Deployment and While in Garrison (Monthly) Individual Weapons Training & Qualification
- Conduct Aar's after each Mission and Field Deployment Performs Duties as Squad Leader, if Absent
- Promotions & Recommendation, as Needed Recommends Awards, as Needed
- Support Single Soldier Programs
- Protect Block Leave and Family Time
- Conducts daily checks on Soldiers Health and Welfare to include barracks checks



NCO SUPPORT CHANNEL

SERGEANT MAJOR OF THE ARMY
FORSCOM COMMAND SERGEANT MAJOR
III CORPS COMMAND SERGEANT MAJOR
DIVISION COMMAND SERGEANT MAJOR
BDE COMMAND SERGEANT MAJOR
BN COMMAND SERGEANT MAJOR
FIRST SERGEANT
PLATOON SERGEANT
SQUAD LEADER
TEAM LEADER

CHAIN OF COMMAND

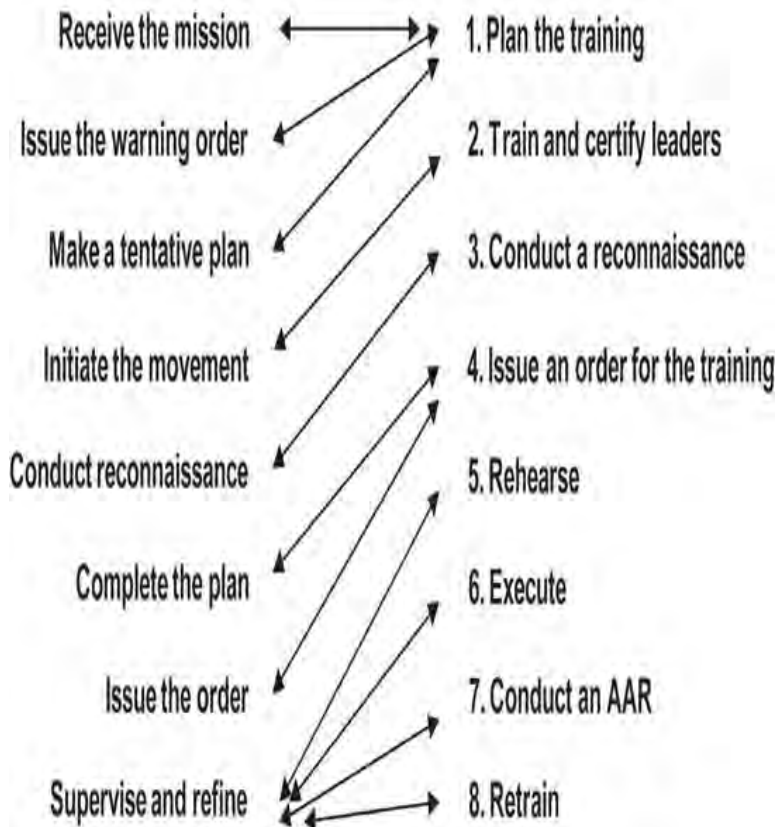
COMMANDER-IN-CHIEF
SECRETARY OF DEFENSE
SECRETARY OF THE ARMY
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
ARMY CHIEF OF STAFF
FORSCOM COMMANDER
III CORPS COMMANDER
DIVISION COMMANDER
BRIGADE COMMANDER
BATTALION COMMANDER
COMPANY COMMANDER
SUPERVISOR



8 STEP TRAINING PROCESS

Troop Leading Procedures (FM 7-0)

Eight-Step Training Model



TROOP LEADING PROCEDURES

STEP	ACTION	✓
1	Receive mission	
2	Issue warning order	
3	Make tentative plan	
4	Initiate necessary movement	
5	Conduct Reconnaissance	
6	Complete plan	
7	Issue orders	
8	Supervise and refine	

Notes:



8 STEP TRAINING MODEL



PLAN

- What is to be trained? _____
- What is the METL assessment? _____
- Who is to be trained? _____
- Identify instructor/assistant instructor _____
- Date training was planned: _____
- Date training will be executed: _____
- Is the training site coordinated?
- Are all resources coordinated?
- Materials/training aids required: _____
- Has a Risk Assessment been done?

TRAIN THE TRAINERS

- Has the trainers training outline been reviewed?
- Is the trainer technically and tactically proficient?
- Does the trainer have/understand the task, conditions, and standards?
- Review references, i.e. FMs ARTEPs, TMs, and soldier's manuals.
- Is the trainer's evaluation procedure in compliance with the training objective?

RECON THE SITE

- Location of training _____
- Is the site suitable for the training?
- Is it easily accessible for emergency cases?

ISSUE ORDER

- Has a DPCORD been issued for the training?
- Has the uniform for the training been briefed?

REHEARSE

- Identify weak points in the training plan:
- Does the training flow?
- Is there sufficient time for the training?
- Are the training aids/material present and operational?
- Did you review pre-execution and pre-combat checks?

EXECUTE

- Is the training conducted to standard?
- Are soldiers for training accounted for?
- Is everyone in uniform?

EVALUATE THE TRAINING

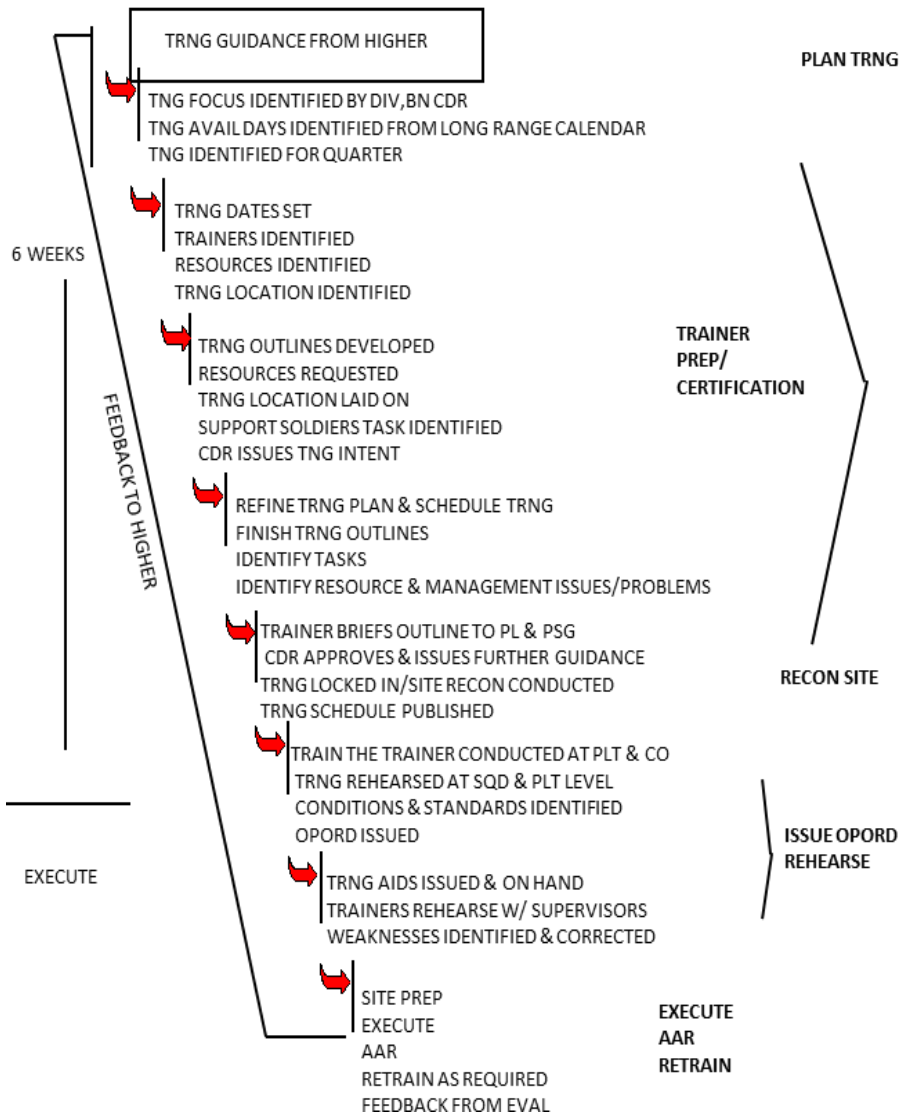
- Was there an evaluation done after the training execution?
- Were the training objectives/standards met?
- What is the METL assessment?
- Were the materials/training aids sufficient for the training?
- Was an After Action Review done?
- Are the training results recorded in the leaders book?

RETRAIN

- Be prepared for opportunity training
- Review references, i.e. FMs ARTEPs, TMs, and soldier's manuals



8 STEP TRAINING PROCESS



PRE-COMBAT CHECKLIST

INDIVIDUAL

LEVEL I & II:

(1) Individual Checks:

- (a) Seasonal uniform:
 - LBV complete
 - First aid packet complete
 - Camelback full
 - Mask, with hood, M258 on LBV or in carrier
 - Helmet with cover, and band
 - Individual weapon with magazines, M4 zero set.
 - ID tags, around neck, and ID card
- (b) Briefed on current Mission/Situation
- (c) Drivers License
- (d) Received seasonal brief, ie.,, cold weather.
- (e) Vehicle Commander.
 - map with current overlay, including fire support & engineer
 - Current SOI
 - Leaders packet to include:
 - Unit TACSOP
 - Markers (waterproof)
 - EPW/document tags
 - Rigging card
 - Call for fire Card
 - Risk assessment card
 - GTA NBC 3-6-3 card
 - Notebook, pens, pencils

LEVEL III :

(1) Individual checks:

- (a) Seasonal Uniform:
 - LBV complete
 - First aid packet complete
 - Individual weapon with full magazines
 - ID tags & ID card
 - Briefed on mission and CDR's intent
 - TC has map with overlay
 - Complete leader packet IAW TACSOP PCI checklist
 - Lights operational
 - Bilge pump operational
 - No exhaust leaks
 - All access plates installed
 - Interiors clean & orderly
 - All gauges functional

LEVEL IV:

(1) Individual checks

- (a) Individual weapon with fully loaded magazine is clean and functional
- (b) Briefed on current mission/situation
- (c) Leaders Map with current overlay, and SOI, Ldrs packet from Co PCI list
- (d) Everyone knows security plan



PRE-COMBAT CHECKLIST

VEHICLE

LEVEL I & 2

(2) Vehicle Checks:

(a) General

- Loaded IAW load plan Annex D
- Topped off
- POL package products, plus weapons oil
- Water cans full
- MRE stowed
- Weapons cleaning kits
- OVM stowed IAW TM, clean and serviceable
- Spare track blocks
- First aid kits complete
- 10 manuals on hand

(b) M3A2:

- Current TM10 on hand, pre-ops checks
- No fuel leaks
- Fire extinguisher (fixed and portable) sealed, tagged, and updated
- Oil levels correct (engine and transmission)
- Battery levels correct, and cables secure
- Air filters clean
- Suspension components serviceable
- Track tension correct
- Lights operational
- Bilge pump operational
- No exhaust leaks
- All access plates installed
- Interiors clean & orderly
- All gauges functional

LEVEL III :

(2) Vehicle Checks:

(a) General

- Loaded IAW load plan
- Ammo Checked and stowed
- Vehicle topped off
- POL products on hand
- Water cans full
- First aid kits complete
- Rations on hand and stowed
- Zero data indexed and posted

(b) Automotive

- Current M10
- Fire extinguisher good
- Oil levels correct, engine and transmission
- Interior clean and orderly

(c) Safety: safety briefing and special risk

LEVEL IV:

(2) Vehicle checks

(a) Weapons:

- ammo cross leveled, stowed and clean
- Headspace and timing set on M2

(b) General

- Fuel status known
- Oil levels correct, engine and transmission
- Gas particulate checked and operational
- NBC equipment on hand and stowed

(c) Commo

- Intercom operational
- Radios operational and frequency set
- CVC;s operational
- OE 254



PRE-COMBAT CHECKLIST

COMMO

LEVEL I & 2

-3) Miscellaneous checks

(a) General

- Binoculars
- Camouflage nets and supports
- Night vision goggles with spare batteries

(b) Communications equipment's

- Radios
 - Operational
 - Secure functional
 - Proper frequencies set
 - Matching units set
 - Antennas tied down
 - CVC's operational
 - TA-312/TA-1 present with batteries & operational

(c) NBC Equipment

- Protective clothing complete
- Protective mask has the following accessories:
 - M-258A1 DECON kit
 - oM8 & M9 Detector paper
 - Anti-fogging kit
 - Hood
- ICDE pack loaded by load plan
- Mask and hood serviceable with extra filters
- MOPPI implemented (if required in theater)

-Mark I kits

LEVEL III :

(3) Communication checks:

(a) Radios

- Operational
- Secure functional
- Proper frequency set
- Antennas tied down
- CVC helmets operational

(4) NBC equipment checks

(a) Protective clothing complete

(b) Vehicle

- M11 mounted in vertical position
- M11 serviceable
- 2 to 3 cans of DS-2 per vehicle
- M8 chemical alarms present & serviceable
- M229 refill kit for M8 alarm present
- One M256 detector issued per section
- IM174 radiacmeter per platoon present
- Two sets of batteries for IM174
- Two IM93 (dosimeters) per platoon
- One PP1578 dosimeter charger per platoon
- Gas particulate operational



DEPLOYMENT SEQUENCE OF EVENTS

N + 00:00 ALERT NOTIFICATION

N + 00:30 _____

N + 01:00 _____

N + 01:30 _____

N + 02:00 PERSONNEL ACCOUNTABILITY

N + 02:30 _____

N + 03:00 _____

N + 03:30 _____

N + 04:00 _____

N + 05:00 _____

N + 06:00 _____

N + 0630 PRE-COMBAT INSPECTIONS

N + 0700 PRE-COMBAT INSPECTIONS COMPLETE

N + 07:30 _____

N + 08:00 _____

N + 09:00 _____

N + 10:00 _____

N + 11:00 _____

N + 13:00 READY TO DEPLOY



5 Paragraph Operations Order

1. Situation
 - a. Enemy
 - b. Friendly
2. Mission
3. Execution
 - a. Concept of the Operation
 - 1) Maneuver
 - 2) Fires
 - 3) Obstacles, mines, fortifications, and coordinating instructions
4. Service Support
 - a. Ammunition
 - b. Supplies and rations
 - c. Maintenance and vehicle recovery
5. Command and Signal
 - a. Current call signs and frequencies
 - b. Location of Commander
 - c. Succession of Command

Troop Leading Procedures:

1. Receive the Mission
2. Issue the Warning Order
3. Make a Tentative Plan
4. Initiate Necessary Movement
5. Conduct a Reconnaissance
6. Complete the Plan
7. Issue the Order



PERSONNEL FINANCIAL READINESS

Basic Pay- Pay for soldiers on active duty or inactive duty for training.

Hazardous Duty Pay- Incentive pay for performing hazardous job such as flight duty, demolition duty, parachute duty, submarine duty, flight check duty, and experimental stress.

Diving Pay- Special pay for enlisted and officers performing diving as part of their jobs.

Foreign Pay- Special pay for enlisted soldiers working in certain overseas areas such as Korea and some places in Germany and Japan.

Overseas Pay- Incentive pay for soldiers in specific skills and grades to extend their tour overseas. DA Circular 614-81-1 contains specific information.

Hostile Fire Pay- Special pay for soldiers normally serving in designated hostile fire areas, not during time of declared war. Examples of past hostile fire areas are Vietnam and Cambodia. Also, soldiers subjected to hostile fire may be individually certified under AR 37-104-3.

Proficiency Pay- Special pay for serving in critical skills or special assignments. Three areas of pro-pay include: shortage specialty pay, special duty assignment pay, and superior performance pay. Currently, only Drill Sergeants, Career Counselors, and Recruiters receive special duty pay.

Aviation Pay- Incentive pay for aviation officers and warrant officers to encourage continued service in aviation.

Medical Pay- Special pay for health professionals.

Bonuses- Special pay for enlistments and reenlistment of members in the Active and Reserve components. Bonuses are determined by the needs of the Army.

Aviation Career Officers Pay- Special pay for aviation officers who extend duty by written agreement.

Basic Allowance for Subsistence- An allowance for meals. Paid automatically to officers. Paid to enlisted members when authorized to mess separately, or when it is impractical or impossible to provide rations in kind (food provided by the Army). Those who are authorized to live outside the barracks generally are authorized BAS.

Basic Allowance for Housing- A housing allowance for those authorized to live off-post or for the support of dependents. Soldiers with dependents, unless they live in government quarters, receive BAH. Also eligible: soldiers without dependents and adequate government quarters are not available and all single officers and NCO's in pay grade E-7 and above if they decline bachelor quarters. A partial without dependents rate is paid to single soldiers living in government quarters. This pay offsets the loss of basic pay from the relocation of pay into allowances in 1977 and 1978. Other unique situations may entitle a soldier to BAH.

Variable Housing Allowance- The difference between BAH and the actual cost of housing. Paid to soldiers in CONUS who draw BAH and live in an area where the average rent is at least 15% more than their BAH. Soldiers serving unaccompanied overseas tours and whose dependents don't live in government quarters are paid VHA at the rate for the area in which their dependents live.

Cost of Living Allowance- Paid to soldiers stationed overseas to offset the expense of living in an overseas area where the goods and services are higher than in the United States. COLA is determined by the difference between the US and foreign currency exchange rates.

Overseas Housing Allowance- Helps make up the difference between BAH and the average housing cost in an overseas area. For soldiers living in non-government housing outside of CONUS. Under this program, soldiers whose rent is within established rental caps are reimbursed their actual rental cost plus a monthly utility allowance and start up/terminal occupancy cost.

Clothing Allowance- Allowance paid to personnel beginning their seventh month of active service to replace uniforms. The allowance is paid to the soldier each year on the first of the month, following the month in which the soldier came into active service.

Family Separation Pay- Paid to soldiers separated from dependents for 30 or more continuous days, because dependents are not allowed to accompany them on TDY or PCS. Allowance is paid to defray unexpected expenses. Type 1 is paid to soldiers regardless of rank when the soldier is permanently assigned outside of the United States, or in Alaska, when movement of dependents at government expense is not authorized, and government quarters are not available. Type 2 is paid to soldiers where dependents travel at government expense if not authorized either in CONUS or overseas.



SHARP

Sexual assault is the most under-reported crime in our society and in the Military. While the Department of Defense prefers unrestricted reporting of sexual assaults to activate law enforcement actions, it recognizes that some victims desire only medical, legal, advocate, and support services and no command or law enforcement involvement. DoD believes its first priority is to protect the victims; treat them with dignity and respect; and to provide them with the medical treatment, legal assistance, victim assistance, care, and counseling that they deserve. Under DoD's Confidentiality Policy, sexual assault victims are offered two reporting options:

Restricted reporting

- Medical treatment
- Sexual assault forensic exam (optional)
- Counseling
- Chaplain services
- Advocacy

Unrestricted reporting

- Command intervention
- Medical treatment
- Sexual assault forensic exam
- Counseling
- Chaplain services
- Advocacy
- Official investigation

Understanding DOD's Restricted Reporting Policy

DOD's Confidentiality Policy permits victims of sexual assault to report the crime to specified individuals who can then ensure the victim receives medical care, SARC/SHARP Specialist or VA/SHARP Specialist assistance, treatment, and counseling without notifying command or law enforcement officials.

Covered individuals include the SARC/SHARP Specialist, VA/SHARP Specialist, and certain healthcare providers. For purposes of public safety and command responsibility, the SARC/SHARP Specialist will notify the senior commander that an assault has occurred and provide details that will not identify the victim.

This policy provides victims some personal space and time and increased control over the release and management of their personal information. It empowers them to seek relevant information and support to make informed decisions about whether to participate in a criminal investigation.

Even if the victim chooses not to pursue an official investigation, this additional reporting avenue gives commanders a clearer picture of sexual assault trends within their command and enhances a commander's ability to provide an environment that is safe and contributes to the well-being and mission readiness of all of its members.



SEXUAL HARASSMENT

Sexual Harassment is a form of sex discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to or rejection of such conduct by a person is made either explicit implicit, a term, or condition of a person's job, pay, or career.
2. Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person.
3. Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

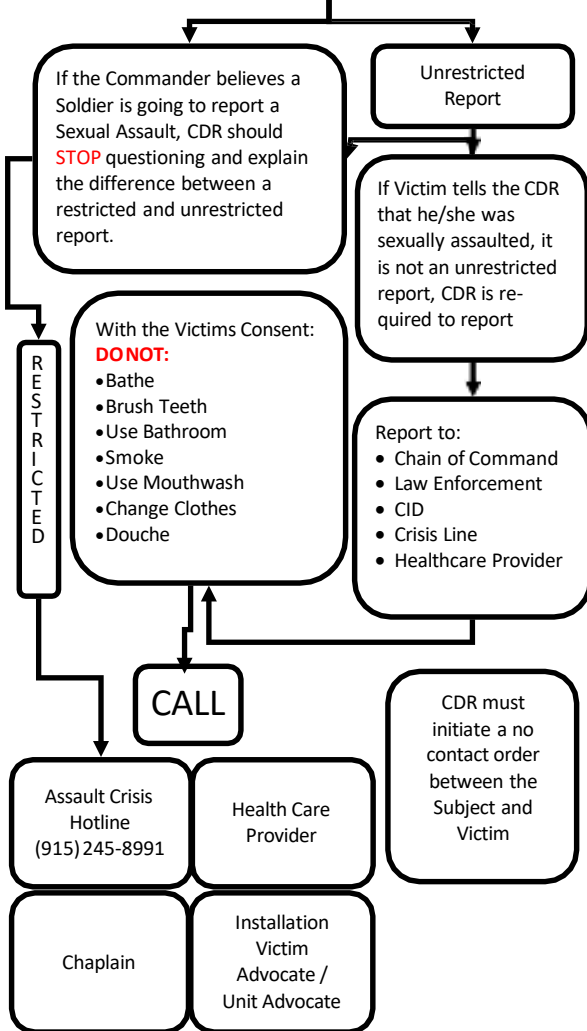
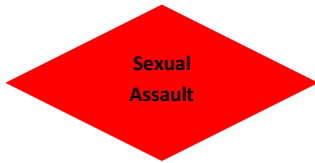
Any person in a supervisory or command position who uses or condones implicit sexual behavior to control, influence, or affect the career, pay, or job of military member or civilian employee is engaging in sexual harassment. Similarly, a military member or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature, is also engaging in sexual harassment.

Any soldier or family member who feels they have been sexually harassed, has the responsibility to make it clear the behavior is offensive and to report the incident to their chain of command. If the soldier or family member feels it would be in their best interest to report the incident directly to the Brigade Equal Opportunity Advisor for fear of retribution, they should do so.

The chain of command has the inherent responsibility to act swiftly, fairly, and decisively for incidents of sexual harassment. These actions will promote cohesion, unit readiness, and mission accomplishment.



SEXUAL ASSAULT



Sexual Assault vs Sexual Harassment

Sexual assault and sexual harassment are not the same, although they are related to each other.

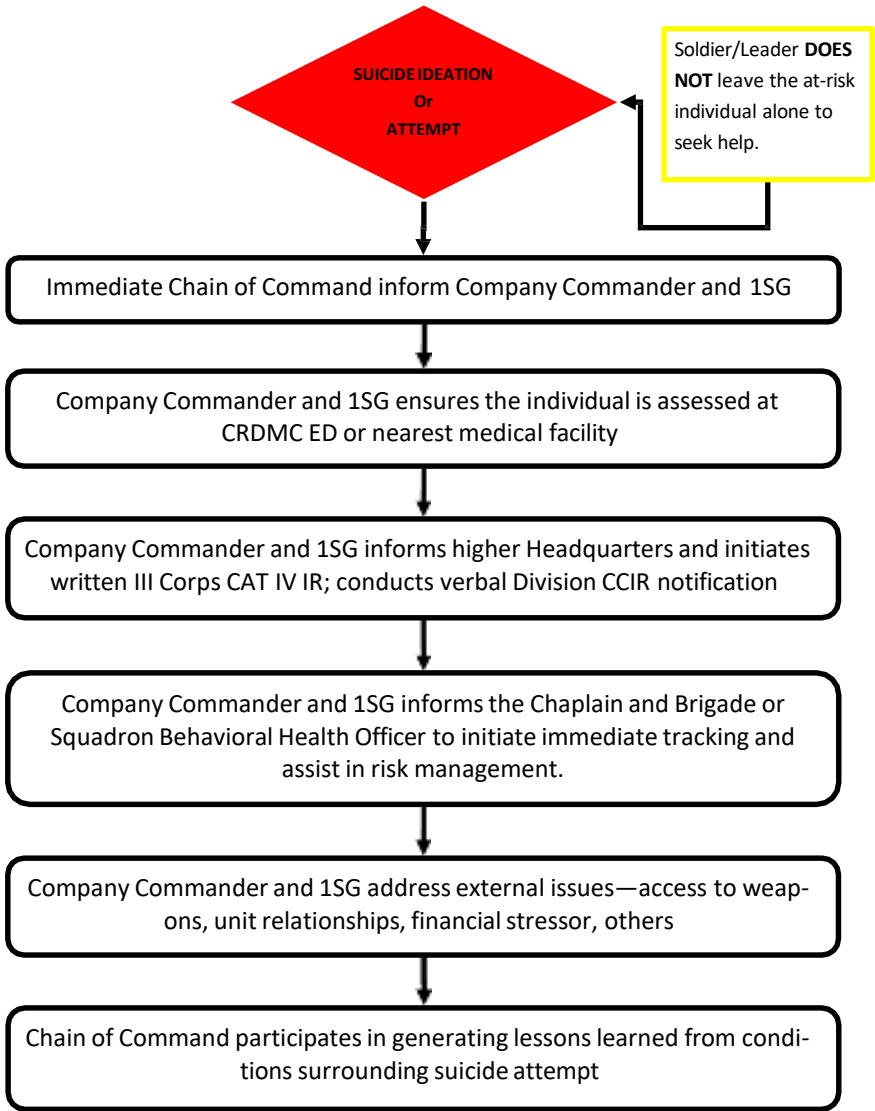
Sexual Assault — Refers specifically to rape, forcible sodomy, indecent assault, or attempts to commit these acts as defined by the Uniform Code of Military Justice. Sexual Assault must involve physical contact, while Sexual Harassment can involve physical contact, it can also refer to verbal or other gender discrimination of sexual nature. Sexual assault is a crime punishable under UCMJ.

Sexual Harassment — Is a form of gender discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature.

REFERENCES: <https://www.sexualassault.army.mil/files/pocketguide.pdf>



SUICIDE IDEATION / ATTEMPT



REFERENCES:
GTA 12-01-001, Army Suicide Prevention Program
POC: Unit Behavioral Health Officer



What is a “Good Soldier”

Ultimately, a “Good Soldier” is more than one who meets or exceeds all Army Standards, more than one who is where they are supposed to be, when they are supposed to be, in the proper uniform, and physically and mentally prepared to accomplish the mission at hand.

They are Soldiers who always do their duty—even when no one is watching. They adhere to the Army Values in and out of uniform—with or without Leader supervision.

If the Soldier is a Leader (NCO/Officer) they lead by example all the above and have the moral courage and professional obligation to enforce the standards of the profession.

Remember, the Army is a profession...more than a mere job. Through development progression, new members (PVT-PFC) (WO1/2LT) start at a lower level of expectation in the embodiment of the professional values. Over time through experience and counseling, junior members learn to Live and Be the standards of the profession—they buy-in to the values of the profession, thereby becoming professional Soldiers and members of the Team.

Through quality development counseling, we can tap into the potential of hard workers and lead them to grow into professionals. Use the MRCG to assist you in developing your subordinates. Grow adaptive leaders—Grow professional Soldiers.



MILITARY LEADERSHIP

(ADP 6-22)

Principles: Comprehensive Law, Doctrine or Assumption.

Principles of Leadership

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

Military Leadership: The process by which a soldier influences other to accomplish the mission.

Major Factors of Leadership

The Led	The Leader
Communication	Situation



MILITARY LEADERSHIP

(ADP 6-22)

Traits: Distinguishing quality or characteristic of a person.

Traits of Character:

1. Integrity, Honesty
2. Maturity, Sense of Responsibility
3. Will, Accomplish the Goal
4. Self-Discipline, Do Your Duty
5. Flexibility, Make a decision
6. Confidence, Assurance
7. Endurance, Stamina
8. Decisiveness, Sound judgment
9. Coolness under stress
10. Initiative, Take action
11. Seeking self-improvement
12. Assertiveness, Take charge
13. Empathy to compassion, Sensitive
14. Sense of humor, Not serious
15. Creativity, Demonstrated thinking
16. Bearing and posture, Display properly
17. Humility, Admitting weakness
18. Tact, Sensitive perception



NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM (AR 350-1)

Purpose

This regulation prescribes policy, responsibility, and guidance for the establishment Army wide, of the Noncommissioned Officer Development Program.

Responsibilities

Sergeant Major of the Army acts as the focal point for required DA NCODP actions which do not otherwise define themselves by functional staff responsibility.

Policy

The NCODP is a command responsibility. It is the responsibility of the NCO support channel to train subordinate NCO's. Command emphasis will enhance success of the program.

NCODP is a leadership tool to be used at the battalion, separate company, or equivalent level. It is equally applicable to TDA and TO&E structures.

NCO development training will be scheduled and reflected on unit / organization master training program and schedules. Such training will be at the discretion of the commander.

All Noncommissioned Officers will participate in the program.

Goals

- Enhance leadership development of the NCO
- Provide guidance in the continuing development of NCOs
- Increase the confidence of the NCO
- Realize the full potential of the NCO
- Improve unit effectiveness



LEADERSHIP COUNSELING

Approaches to Counseling:

Directive: Counselor centered, simple, and quick provides short-term solutions. Leader has all the skills to assess the situation and offer the course of action.

Nondirective: Soldier centered, counselor causes the soldier to take responsibility for solving the problem.

Combined: Leader uses parts of directive and nondirective approaches. This allows the leader to adjust the technique to emphasis what is best for the soldier.

Problem Solving:

1. Identify the problem
2. Gather information
3. Develop courses of action
4. Analyze and compare courses of action
5. Make a decision, select a course of action
6. Make a plan
7. Implement a plan

Reasons for Counseling:

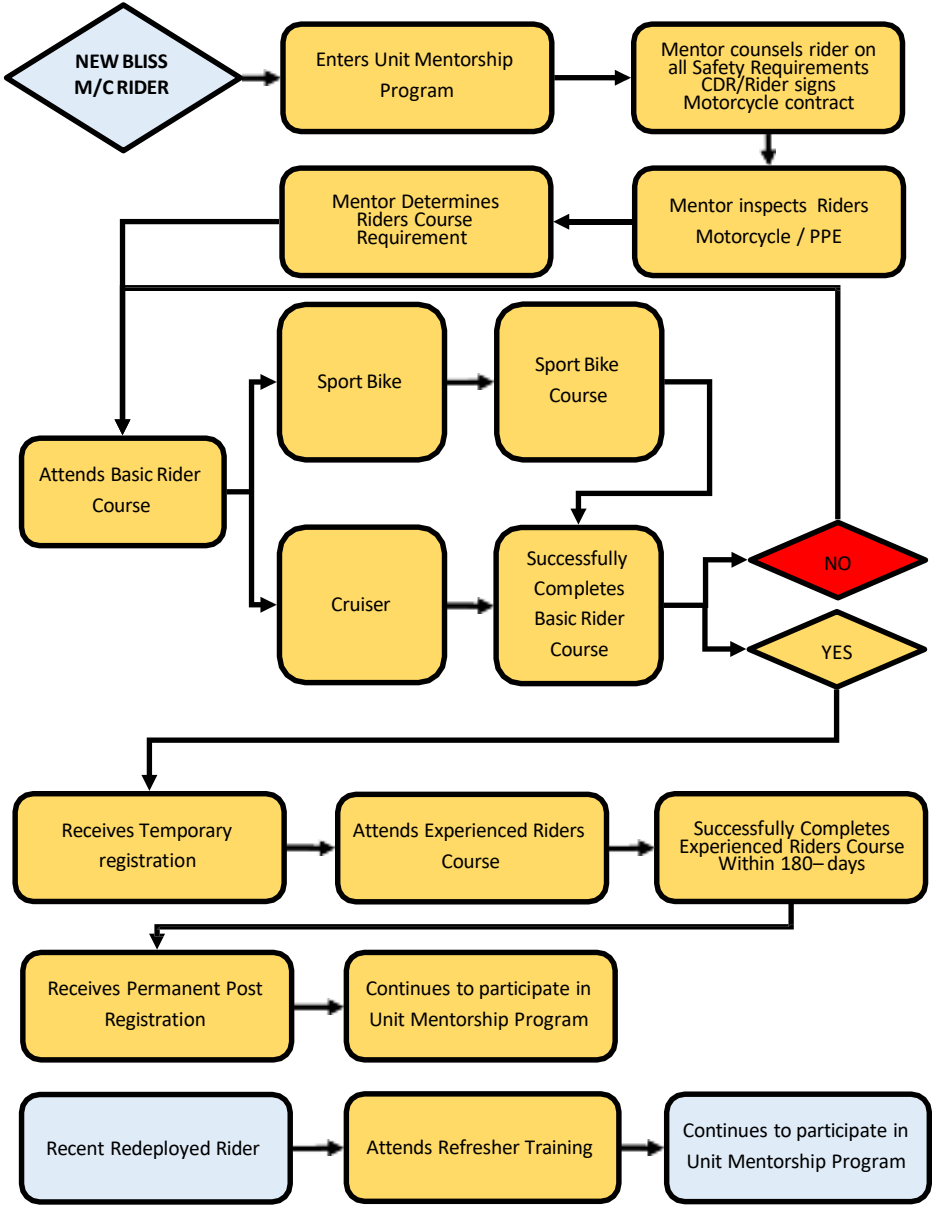
Performance/Discipline: Inform about actual jobs and expected performance standards.

Personal: Helping solve the personal problem.

Professional Growth and Guidance: A leader concerned with the professional development of subordinates, informs his soldiers on the many challenges and benefits of an Army Career.



MOTORCYCLE RIDER IN-PROCESSING



EQUAL OPPORTUNITY

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SHARP

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Vehicle Data Sheet

REMARKS:		
VEHICLE REGISTRATION #:	POLICY #:	EXPIRATION:
[REDACTED]		
DRIVER'S LICENSE #:	STATE:	EXPIRATION:
[REDACTED]		
SOLDIER'S NAME:	[REDACTED]	
SOLDIER'S SIGNATURE:	[REDACTED]	
INSPECTOR'S NAME:	[REDACTED]	
INSPECTOR'S SIGNATURE:	[REDACTED]	



