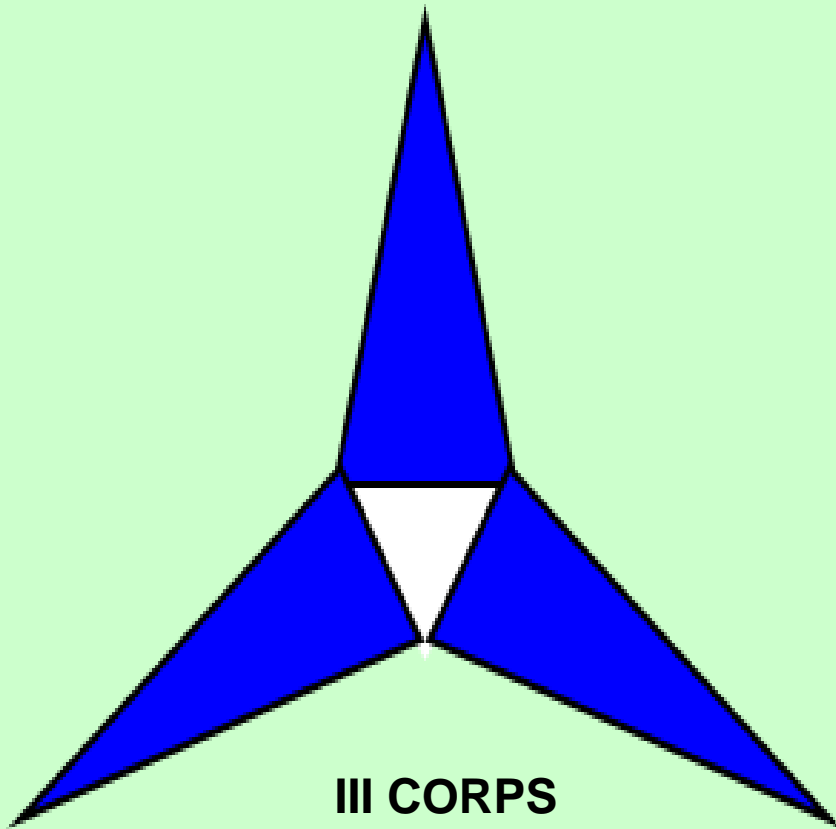


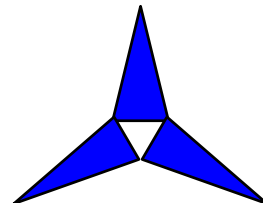
III CORPS  
LEADER'S BOOK



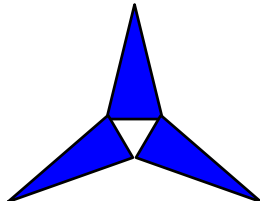
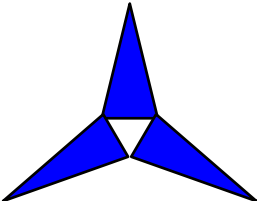
III CORPS  
"AMERICA'S HAMMER"

Rank: \_\_\_\_\_  
Last Name: \_\_\_\_\_  
First Name: \_\_\_\_\_  
Unit: \_\_\_\_\_





**Battalion/ Squadron:**\_\_\_\_\_



# **LEADER'S BOOK** **CONTENTS**

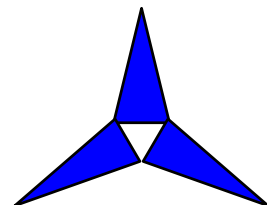
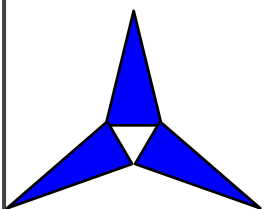
Tab A: Unit Alert Roster

Tab B: Chain of Command, Sensitive Item List

Tab C: Garrison Battle Drills

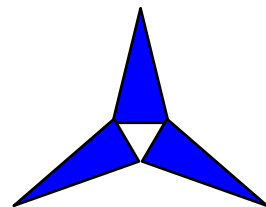
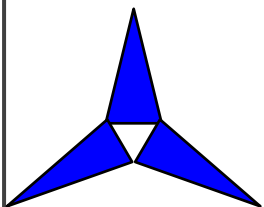
Tab D: Soldier Data

Tab E: References



# TAB A

## UNIT ALERT ROSTER



# **TAB B**

## **CHAIN OF COMMAND & SENSITIVE ITEMS**



# **Chain of Command**



**PRESIDENT**

**CHAIRMAN, JOINT CHIEFS OF STAFF**

**ARMY CHIEF OF STAFF**

**III CORPS COMMANDER**

**DIVISION COMMANDER**

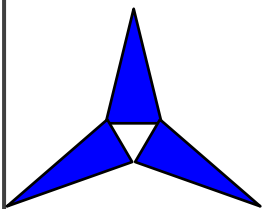
**BRIGADE COMMANDER**

**BATTALION COMMANDER**

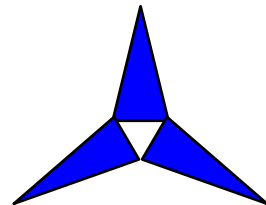
**COMPANY COMMANDER**

**PLATOON LEADER**

**SQUAD LEADER**



# **NCO Support Channel**



**SERGEANT MAJOR OF THE ARMY**

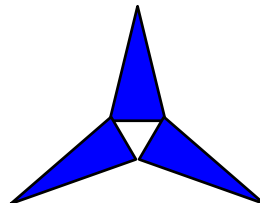
**III CORPS COMMAND SEGEANT MAJOR**

**DIV COMMAND SERGEANT MAJOR**

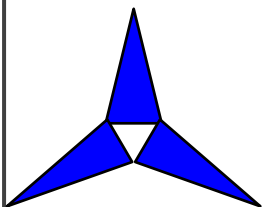
**COMMAND SERGEANT MAJOR**

**FIRST SERGEANT**

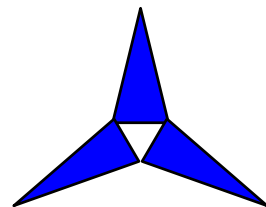
**PLATOON SERGEANT**

[illegible]





# TAB C



## Garrison Battle Drills



# Sexual Assault Response Report Flow Chart



Note: A victim who first contacts law enforcement or chain of command will have only the **Unrestricted Report** option.

## THE VICTIM CONTACTS LAW ENFORCEMENT OR CHAIN OF COMMAND

### Unrestricted Report

SARC notified and  
assigns SAPR VA

Military Criminal Investigative  
Organization (MCIO) notified

SAPR VA provides crisis  
intervention, nonclinical  
support, and an explanation of  
available resources

Mental Health and  
Medical Care and  
Sexual Assault Forensic Exam  
(SAFE)

Legal Services of Special  
Victims Counsel (SVC) /  
Victims Legal Counsel (VLC)

SAPR VA provides  
ongoing, nonclinical  
support

Victim receives  
timely updates on case status  
from commander after  
monthly Case Management  
Group meetings

## THE VICTIM CONTACTS SEXUAL ASSAULT RESPONSE COORDINATOR (SARC), SAPR VICTIM ADVOCATE (VA), OR HEALTHCARE PERSONNEL

SARC notified and assigns SAPR VA

SAPR VA provides crisis intervention,  
nonclinical support, and an explanation of  
reporting options and available resources

### Unrestricted Report

Chain of Command  
Informed

Military Criminal  
Investigative Organization  
(MCIO) notified

### Restricted Report

Mental Health and  
Medical Care and Sexual  
Assault Forensic Exam  
(SAFE)

Legal Services of Special  
Victims Counsel (SVC) /  
Victims Legal Counsel  
(VLC)

SARC reports  
non-personally identifying  
information to the  
commander

SAPR VA provides  
ongoing, nonclinical  
support

*At any time,  
the victim may switch  
a Restricted Report to  
an Unrestricted Report*

### Available Resources to All

#### **Anonymous, Confidential, 24/7 DoD SafeHelpline**

1-877-995-5247 ♦ [SafeHelpline.org](http://SafeHelpline.org)

#### **Advocacy**

- SARC
- SAPR VA

#### **Medical**

- Care and treatment
- Sexual Assault Forensic Exam (SAFE)

#### **Mental Health**

- Counselors, Psychologists, Social Workers, Psychiatrists

#### **Spiritual**

- Chaplains

#### **Legal**

- Special Victims Counsel (SVC)
- Victims Legal Counsel (VLC)

III Corps/Ft. Hood Hotline 254-319-4671

NOTE: These steps are based on DoD Directives 6495.01, 1030.01, and Directive Type Memorandum 14-007, and DoD Instructions 6495.02 and 1030.2. The response procedures may vary by Service or installation but must still comply with the requirements in these policies.

# EQUAL OPPORTUNITY

If you are the Complainant, you may file 3 different ways:

## Anonymous Complaint

Complaints where the complainant remains unidentified may be handled as either an informal or a formal complaint and entered in MEO database, as such. An anonymous complaint can be filed by email or by phone.

## Informal Complaint

An informal complaint is one that a Soldier, cadet, or Family member does *not* wish to file in writing on a DA Form 7279. Informal complaints may be resolved directly by the complainant addressing the offending party, a peer, or another person in or outside the complainant's chain of command or NCO support channel, or the MEO professional.

## Formal Complaint

A formal complaint is one that a complainant files in writing using a DA Form 7279 and swears to the accuracy of the information.

Complainants 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 resolution or 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. In deciding whether to conduct an investigation, the commander will consider the reason for the delay, the availability of witnesses, and whether a complete and fair inquiry or investigation can be conducted.

Within 3 calendar days of complaint receipt MEO professionals will refer complaint to the subject's commander.

The commander or the investigating officer has 30 calendar days to investigate the allegations and meet with the complainant and subject to discuss the outcome of the investigation. The commander may obtain an extension in writing from the next higher commander for usually not more than 30 calendar days (three MUTA (90 days) for USAR). Under extreme circumstances a commander may obtain an additional extension in writing from the GCMCA not to exceed 30 calendar days.

The legal sufficiency review will be conducted within 14 calendar days from the date the investigation is completed.

The first and/or second appeal request must be presented within 7 calendar days following notification of the results of investigation and acknowledgment of the actions of the command to resolve the complaint or the results of the first appeal. The complainant or subject must provide a brief statement that identifies the basis of the appeal. This will be done in writing on the DA Form 7279 and will be returned to the commander in the chain of command who either conducted the investigation or appointed the investigating officer or the commander who conducted the first appeal.

The MEO professional will conduct a follow-up assessment of all formal discrimination complaints. The follow-up assessment will be completed for both substantiated and unsubstantiated complaints, within 30 calendar days 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.

Strategic Guidance  
DoDI 1020.05,  
DoDI 1350.02,  
AR 600-20

## EO Resolution Tips

**Be sure your complaint is MEO related.**

(Race, Color, Religion, Sex [to include gender identity and pregnancy], National Origin, Sexual Orientation, and harassment which includes hazing, bullying, and other discriminatory harassment.)

**Attempt to communicate your concern to the harasser.**

The complainant is not required to confront the harasser; however, it is encouraged.

**Did you give your chain of command an opportunity to resolve the issues?** Soldiers have the right to visit the EO Office to voice their complaints of unlawful discrimination and/or harassment; however, **we encourage Soldiers to resolve the issue at the lowest level**. If low-level resolution fails, the situation escalates, or is too malicious to resolve at a low-level, the complaint processing system is a process for resolution.

**Have you contacted your unit Equal Opportunity**

**Leader (EOL)?** If you cannot resolve your conflict with the harasser or chain of command, contact your unit EOL.

**If assistance is still needed, contact your unit EO**

**Advisor (EOA).** Keep in mind that the EO Advisor provides advice and makes recommendations to commanders; and will provide assistance to you through the complaint process. The MEO program is the commander's responsibility.

**Be honest and don't provide misleading information.**

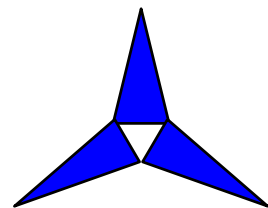
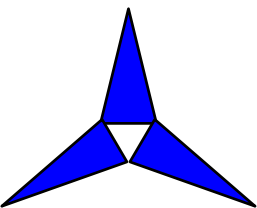
IAW AR 600-20, Ch. 6-6, "Knowingly submitting a false complaint (a complaint containing information or allegations that the complaint knew to be false) may be punishable under the UCMJ."

**Remember a complaint must be supported.**

**Attempts should be made to resolve concerns at the lowest possible level within an organization. If low-level resolution fails, the situation escalates, or is too malicious to resolve at a low-level, the complaint processing system is a process for resolution.**

# EQUAL OPPORTUNITY

## Points of Contact



24/7 MEO Hotline

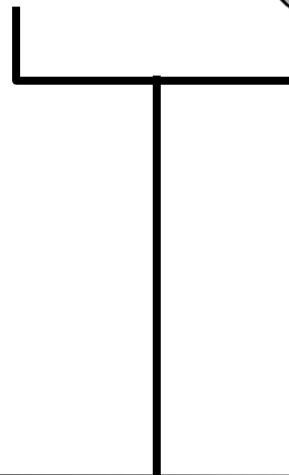
**254-287-7931**

(Beginning 7 OCT 2020)

OR

Email:

[usarmy.hood.iii-corps.mbx.eo@mail.mil](mailto:usarmy.hood.iii-corps.mbx.eo@mail.mil)



DIV EO: 254-553-9383/254-383-6161

1 BDE: 254-288-9553

2 BDE: 254-289-0750

3 BDE: 254-287-7934

AVN BDE: 254-553-7935

SUS BDE: 254-630-3761



48TH CHEM: 703-501-6741



1ST MED: 254-553-4401



69 ADA: 267-315-4357



120 IN BDE: 254-781-6959



3 SFAB: 254-317-1706



166 AVN: 254-553-5495



III CORPS HQ: 254-287-6242



CRDAMC: 254-286-7180



13 ESC: 254-287-7974



504 MI: 254-285-5030



3CR: 254-319-3279



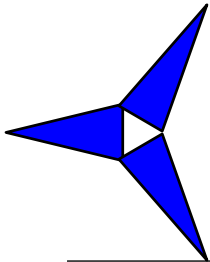
36 EN: 254-287-0459



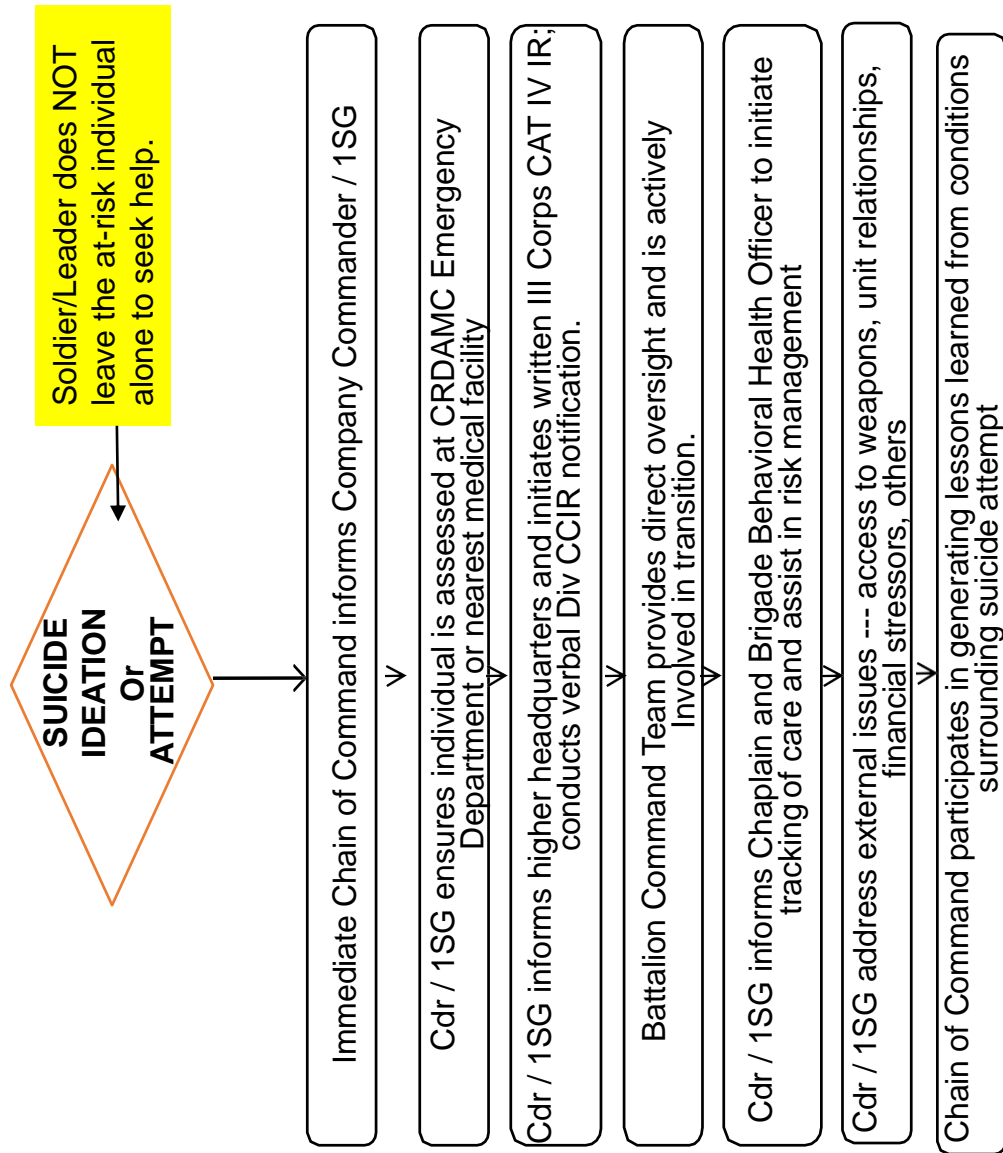
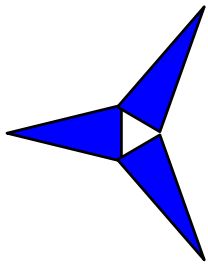
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11 SIG: 254-287-6888

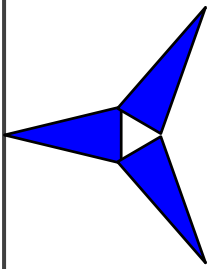


# SUICIDE IDEATION / ATTEMPT



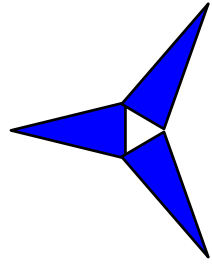
#### REFERENCES:

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



# Well-Being Battle Drill for Absent Service Member

Guidelines for verifying the well-being of an absent Service Member.  
SOP to determine the status of a Service Member.



## IMMEDIATE ACTIONS

### First Hour



**TM/SQD Leader:** Call SM's phone

**TM/SQD Leader:** Notify PSG/PL

**PSG/PL:** Send Leader to Barracks/ Residence

**TM/SQD/PSG/PL:** Ask peers if they had contact with the SM

**Peer/TM/ SQD/PL Leader:** Check SM's Social Media

**PSG/PL:** Notify CO CDR / 1SG

### Second Hour

**CO CDR /1SG:** Call BN Chaplain, see if SM sought help

**CO CDR /1SG:** Call Medical Facilities

**CO CDR /1SG:** Notify BN CDR / CSM  
\*S1 needs Situational awareness

**CO CDR /1SG:** Call Family if SM is not located, to determine what the family knows

**BN CDR / CSM:** Notify BDE CDR / CSM and S1

**Do Not declare AWOL** until credible indicators of SM's willful absence from duty, and evidence of well-being



**Decision Point:**  
**Missing or AWOL?**

**Action Team:**  
CoS Huddle at WOC  
(CDR/1SG, BN & BDE S1, DES, DPTMS, PMO, Unit Liaison, PAO, Chaplain, SJA, CID, WOC, Law Enforcement, Federal Agencies)

**Continue with preliminary inquiry until status of SM is determined**

## Assess Life Threatening Indicators

- Is the SM struggling with any personal, marital, or financial challenges?
- Does the SM have any history of substance abuse or behavioral health problems?
- Has the SM recently had any SHARP or EO related problems?
- Is the SM pending any legal action (civilian or military)?
- Does SM own a firearm or ride a motorcycle?
- Does SM present a threat to self or others?

## Actions By Post Agencies:

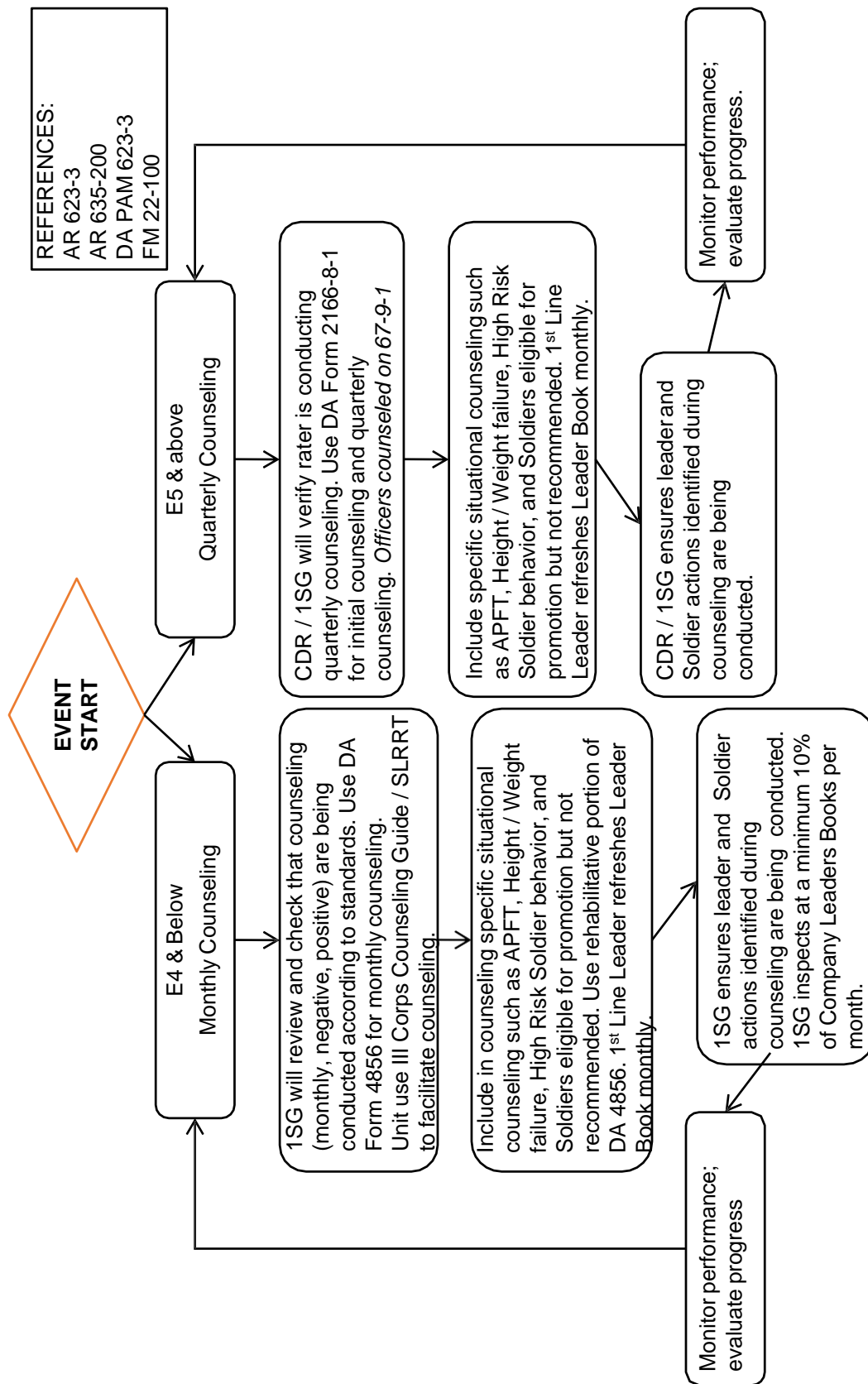
**DES:** Within 2hrs, Ping cell phone & OnStar / LoJack  
(If information is threat of harm to self or others; or becomes missing person)

**CID:** ID Banking Usage & Reconcile with existing investigations (UCMJ, Criminal, SHARP or EO Complaints)

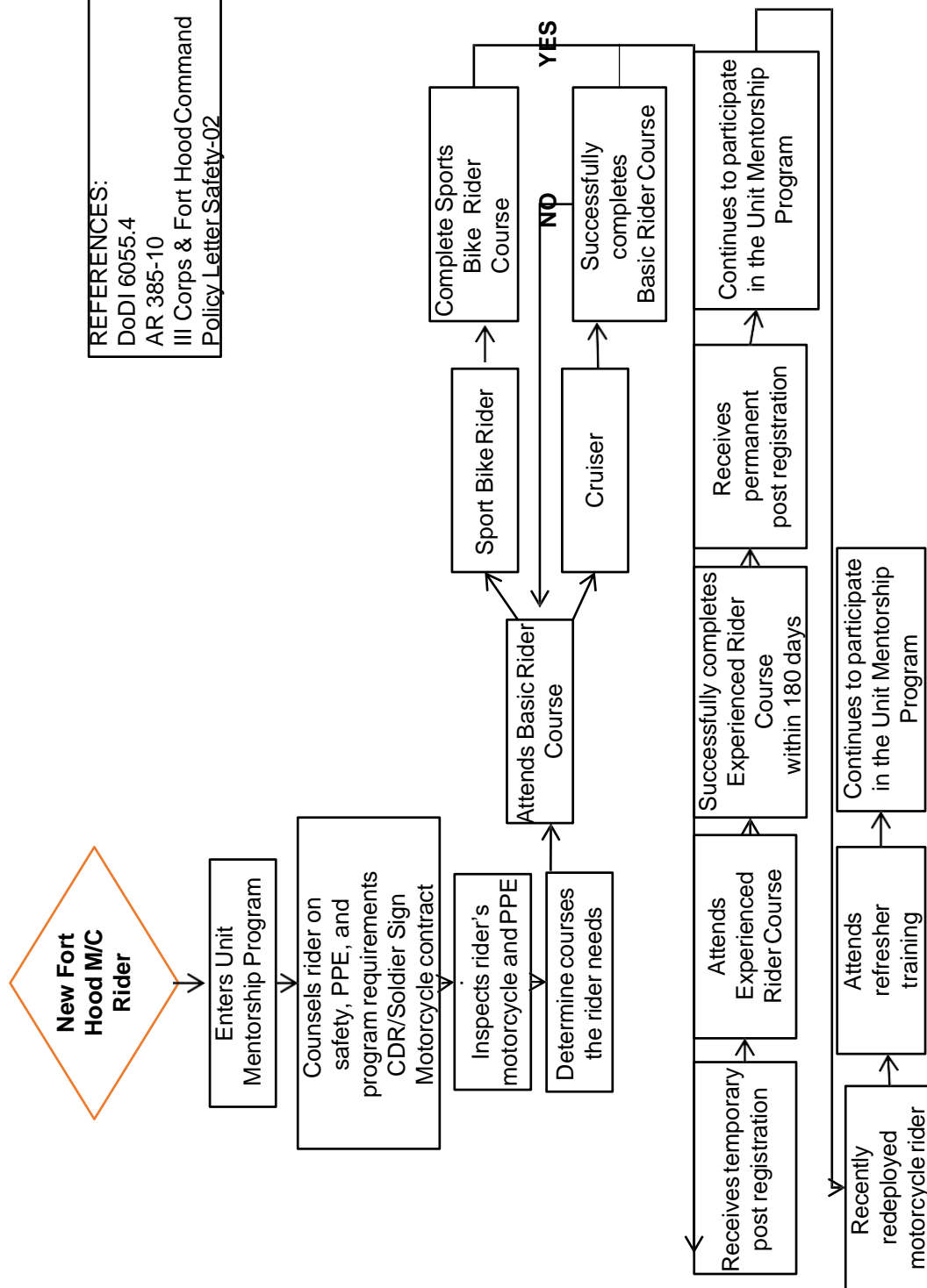
**Retention:** Reconcile Gains and in-processing rosters (failure to gain) & out-processing rosters (is SM close to separation?)

**Retention:** Reconcile Gains and in-processing rosters (failure to gain) & out-processing rosters (is SM close to separation?)

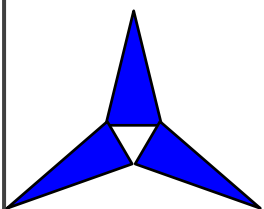
# MONTHLY COUNSELING



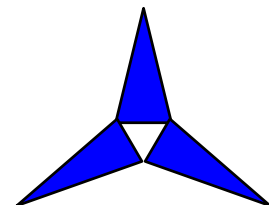
# MOTOR CYCLE RIDER IN PROCESS







# TAB D



## Soldier Data

**The following 11 slides will be maintained for each Soldier you are directly responsible for**

# Personal Data Card

NAME : \_\_\_\_\_ RANK : \_\_\_\_\_ DOR : \_\_\_\_\_ DOD : \_\_\_\_\_  
 BASD : \_\_\_\_\_ ETS : \_\_\_\_\_ DOB : \_\_\_\_\_ DEROS : \_\_\_\_\_  
 MOS : \_\_\_\_\_ TIG : \_\_\_\_\_ TIS : \_\_\_\_\_ BPED : \_\_\_\_\_  
 DATE ARRIVED : \_\_\_\_\_ PROMOTABLE : YES / NO POINTS : \_\_\_\_\_  
 WEIGHT : \_\_\_\_\_ HEIGHT : \_\_\_\_\_ RACE : \_\_\_\_\_ HAIR : \_\_\_\_\_ EYES : \_\_\_\_\_ AGE : \_\_\_\_\_  
 PULHES : \_\_\_\_\_ ALLERGIES/TAGS : \_\_\_\_\_  
 MARITAL STATUS : MARRIED / SINGLE / DIVORCED / SEPERATED  
 SPOUSE'S NAME : \_\_\_\_\_ EFMP : YES / NO Spouse Military: Y/N UNIT : \_\_\_\_\_  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 CHILD'S NAME : \_\_\_\_\_ AGE : \_\_\_\_\_ MALE / FEMALE EFMP : YES / NO  
 HOME PHONE : \_\_\_\_\_ ADDRESS : \_\_\_\_\_  
 GEO BACHELOR: Y / N IF YES, SPOUSE ADDRESS: \_\_\_\_\_  
 RELIGION : \_\_\_\_\_ BLOOD TYPE : \_\_\_\_\_ WEAPON # : \_\_\_\_\_ WEAPON SERIAL # : \_\_\_\_\_  
 MASK # : \_\_\_\_\_ INSERT REQUIRED : YES / NO  
 DATE WEAPON QUAL : \_\_\_\_\_ TYPE : \_\_\_\_\_ QUALIFIED : MARK / SHARP / EXPERT  
 DATE LAST APFT/ACFT : \_\_\_\_\_ SCORE : \_\_\_\_\_ P / F  
 DATE WEIGH-IN : \_\_\_\_\_ BODY FAT % : \_\_\_\_\_ PROFILE : T / P \_\_\_\_\_  
 OVER-WEIGHT PROGRAM: Y / N DATE ENTERED: \_\_\_\_\_ NEXT WEIGH-IN: \_\_\_\_\_  
 DRIVERS TRAINING : \_\_\_\_\_  
 DATE QUALIFIED CREW SERVED WEAPON : \_\_\_\_\_ TYPE/S : \_\_\_\_\_  
 NBC SUIT SIZE : \_\_\_\_\_ MASK SIZE : \_\_\_\_\_ ACU COAT SIZE : \_\_\_\_\_ TROUSER SIZE : \_\_\_\_\_  
 BERET: \_\_\_\_\_ HAT SIZE : \_\_\_\_\_ BOOT SIZE : \_\_\_\_\_ DATE BLC : \_\_\_\_\_ ALC : \_\_\_\_\_  
 SLC : \_\_\_\_\_ MLC: \_\_\_\_\_ COMBAT LIFE SAVER: \_\_\_\_\_ LAST LEAVE DATE: \_\_\_\_\_  
 MOTHER & FATHER ADDRESS & PHONE: \_\_\_\_\_  
 AWARDS: \_\_\_\_\_  
 DATE LAST GCM : \_\_\_\_\_ DATE LAST NCOER : \_\_\_\_\_ NEXT OF KIN : \_\_\_\_\_  
 ADDRESS : \_\_\_\_\_ PHONE NO. : \_\_\_\_\_  
 POV MAKE : \_\_\_\_\_ MODEL : \_\_\_\_\_  
 YEAR : \_\_\_\_\_ COLOR : \_\_\_\_\_ LIC PLATE # : \_\_\_\_\_  
 MOTORCYCLE YES or NO INS COMPANY : \_\_\_\_\_ EXP DATE : \_\_\_\_\_  
 DATE 1<sup>st</sup> LINE LEADER CONFIRMED DD93 DATA: \_\_\_\_\_  
 DATE 1<sup>st</sup> LINE LEADER REVIEWED SGLI WITH SOLDIER: \_\_\_\_\_  
 DATE 1<sup>st</sup> LINE LEADER REVIEWED SOLDIER'S LES: \_\_\_\_\_  
 DATE 1<sup>st</sup> LINE LEADER REVIEWED SOLDIER'S ERB/ORB: \_\_\_\_\_

# The “Golden Triangle”

**Complete**

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 (1<sup>st</sup> Line Leader); to better allow leaders to “connect the dots”

	Position	Rank	Name	Phone #
1.				
2.				
3.				



Name\*  
Phone  
DTG last contacted

Name  
Phone

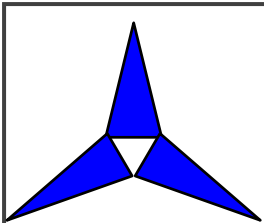
Name  
Phone  
DTG last contacted

Name  
Phone

Name  
Phone  
DTG last contacted

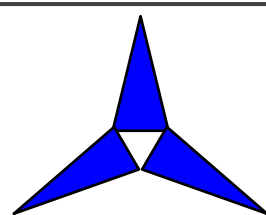
Name  
Phone

Notes from conversation with the family:



# **Tell Me Your Story – How Did You Grow Up?**

Soldiers Narrative:



Soldier Profile Card

Rank, Name, Squad/Platoon/Company/Battalion			
SLRRT Risk Assessment: Commander's Risk Assessment:	Risk	Growth Opportunities	Upcoming Life Events
	NCO Promotion Schooling		
Insert Photo of Soldier	<u>Demographic Information:</u>  Age: Sex: MOS: Marital Status/Children (Ages): Deployment (Operation/Months): Geographical Bachelor: <u>Chain of Command</u> TL: (Assumption of leadership dates) SL: PSG: PL:  <u>Training and Other Data</u>  Leave Days: APFT/Profile: MRT: ASAP: SHARP/EO: Suicide/Safety: POW (Location): POV/POM (Training Date): Financial Issues (Training Date): Medical: (Either remark N/A or Consult Commander due to Privacy Act requirements)		
	History:		
Insert Photo of first line leader	Overall Assessment		
<u>Family:</u> <u>Financial:</u> <u>Health:</u> <u>Duty Performance:</u>			
<u>Goals</u>  <u>Future plans.:</u> <u>Desired Schools:</u> <u>Desired Next Assignments:</u> <u>Recommended Next Assignments:</u>			

# Deliberate Risk Assessment Worksheet

DD FORM 2977, JAN 2014

**Complete**

# **STRIP MAP TO HOME/BARRACKS**

**Last time leader inspected/visited home: DTG**  
**Leaders will inspect/visit homes monthly**

**Notes ( atmospherics/condition of home ):**

# Vehicle Inspection Check List

**Complete**

Fort Hood HHBN Inspection Checklist					Inspection Date	
Owner's Name			Rank		Unit	
POV Model			Year/Make		License Plate Number and State	
					Post Tag No. and Expiration Date	
CARS	GLASS		INSTALLED AS REQUIRED		NOT CRACKED	
	SEAT BELTS		INSTALLED AS REQUIRED		GOOD CONDITION	
	STEERING		NO EXCESSIVE FREEPLAY		WHEEL NOT LOOSE	
	BRAKES		OPERATE PROPERLY		ADJUSTMENT OK	ADEQUATE BRAKE FLUID
	BODY		DOORS CLOSE PROPERLY		BODY COMPONENTS SECURED PROPERLY	
	TIRES		ADEQUATE TREAD DEPTH		PROPERLY INFLATED	EVEN WEAR
	ENGINE					
		Cables	NO FRAYS		NOT KINKED	CORRECTLY ROUTED
		Hoses	NO LEAKS OR SEEPAGE		NOT DRYROTTERD	NO CRACKS OR CUTS
		Coolant	NO LEAKS		PROPER CAP	ADEQUATE COOLANT
VANS		Oil/Fluids	CORRECT LEVELS		NO APPARENT LEAKAGE	CHANGED IAW SPECS
	LIGHTS		HEAD LIGHTS		TAIL LIGHTS	BRAKE LIGHTS
			LICENSE LIGHT		TURN SIGNALS	4-WAY FLASHERS
	HORN		AUDIBLE			
	BATTERY		BATTERY TERMINALS CLEAN		NO FRAYED WIRES	ELECTROLYTE LEVEL GOOD
	MIRRORS		INSTALLED AS REQUIRED		OPERATE PROPERLY	
	DOCUMENTATION		VALID STATE LICENSE/ENDORSEMENT		FORT HOOD MOTORCYCLE CARD	
	TIRES		ADEQUATE TREAD DEPTH		PROPERLY INFLATED	NO FOREIGN OBJECTS
	WHEELS		FREE OF CRACKS & DENTS		STRAIGHT & ROUND	NO BEARING FREEPLAY
	MOTORCYCLES	CONTROLS				
		Cables	NO FRAYS		NOT KINKED	CORRECTLY ROUTED
		Hoses	NO LEAKS OR SEEPAGE		NOT DRYROTTERD	NO CRACKS OR CUTS
		Levers	SECURELY ATTACHED		PIVOT FREELY	FREE OF CRACKS/BENDS
		Throttle	TURNS FREELY		RETURNS ON RELEASE	CORRECTLY ROUTED
LIGHTS			HEAD, TAIL & STOP LIGHTS WORK		TURN SIGNALS WORK	4-WAY FLASHERS WORK
HORN			AUDIBLE			
MIRRORS			INSTALLED AS REQUIRED		OPERATE PROPERLY	
ELECTRICAL			BATTERY TERMINALS CLEAN		NO FRAYED WIRES	ELECTROLYTE LEVEL GOOD
OIL/FLUIDS			CORRECT LEVELS		NO APPARENT LEAKAGE	CHANGED IAW SPECS
MOTORCYCLES	CHASSIS		STEERINGHEAD NOT LOOSE		FRAME IS STRAIGHT	NO CRACKED FRAME WELDS
	CHAIN/BELT & SPROCKETS		PROPER TENSION & ALIGNMENT		PROPERLY LUBRICATED	NO SPROCKET BENT TEETH
	KICK STAND		OPERABLE		NO LOOSE HARDWARE	FULLY FOLDS UP
	RIDING EQUIPMENT					
	HELMET		DOT OR SNELL CERTIFIED		NO SIGNS OF DAMAGE	STRAP FASTENS SECURELY
	EYE PROTECTION		PROVIDES CLEAR VISION		SHATTER RESISTANT	NO REGULAR SUN/GLASSES
	HIGH VISIBILITY/REFLECTIVE CLOTHING		ON HAND		FITS PROPERLY	VISIBLE FRONT AND BACK
	STURDY OVER-ANKLE FOOTWEAR		LEATHER/NYLON MATERIAL		SERVICEABLE	GIVES ANKLE PROTECTION

HFL FORM 49, NOV 2014

**Soldiers will provide a copy of their civilian drivers license and proof of insurance on the vehicle inspected.**

Page 1 of 2  
FLWPE v1.00



# Vehicle Inspection Check List

REMARKS

VEHICLE REGISTRATION #:

POLICY #:

EXPIRATION:

DRIVER'S LICENSE #:

STATE:

EXPIRATION:

SOLDIER'S NAME:

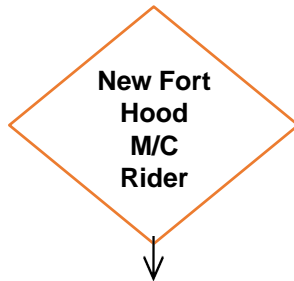
SOLDIER'S SIGNATURE:

INSPECTOR'S NAME:

INSPECTOR'S SIGNATURE:

**Soldiers will provide a copy of their civilian drivers license and proof of insurance on the vehicle inspected.**

# MOTOR CYCLE RIDER IN PROCESS



Soldier: \_\_\_\_\_

REFERENCES:  
DoDI 6055.4  
AR 385-10  
III Corps & Fort Hood Command  
Policy Letter Safety-02

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

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

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

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

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

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

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

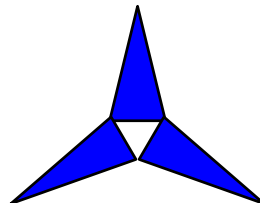
Date: \_\_\_\_\_

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

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

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

Yes / No



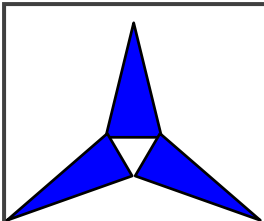
**Counseling Log**  
**Soldier/Trooper Name:**

[illegible]

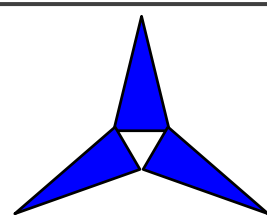
**1 x Per Soldier/Trooper**

# Profiles

INSERT INDIVIDUAL SOLDIER PROFILES HERE



# TAB E



## References

# 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.

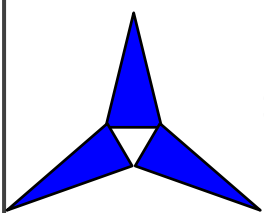
They are Soldiers who always do their duty – even when no one is watching. They adhere to the Army Values in and out of uniform – with or without Leader supervision.

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.

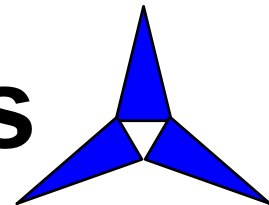
Remember, the Army is a profession...more than a mere job. Through developmental progression, new members (PVT/PFC) (WO1/2LT) start at a lower level of expectation in the embodiment of the professional values. Over time through experience and counseling, junior members learn to Live and Be the standards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

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





# Critical Numbers



• Ambulance / Fire / Police Emergency	911
• Child or Spouse Abuse (Family Advocacy)	287-CARE (287-2273)
• Domestic Violence	702-4953
• TRICARE Nurse Advice Line	800-874-2273
• CRDAMC Information	288-8000
• CRDAMC Appointments	288-8888
• CRDAMC Behavioral Health Clinic	553-3623
• Bennett Health Clinic	618-8039 / 8040
• Monroe Health Clinic	618-8782
• Russell Collier Health Clinic	553-3147
• Thomas Moore Clinic	287-5410
• Troop Medical Clinic #12	285-6803
• Troop Medical Clinic #14	287-5307
• Embedded Behavioral Health Team 1 (1/1 CD)	254-553-8711 or 8714
• Embedded Behavioral Health Team 2 (2/1 CD)	254-553-9529 / 254-553-9530
• Embedded Behavioral Health Team 3 (3/1 CD)	254-553-5720
• Embedded Behavioral Health Team 4 (3CR)	254-553-8671 or 8670
• Embedded Behavioral Health Team 5 & 6 (HHBn IIIC, 13ESC, 1CD Sust, 11Sig, 504MI, 1MED, 48CHEM, 89MP)	254-288-1560 or 6474
• Embedded Behavioral Health Team 8 (3SFAB, 69ADA, 1ACB, 36ENG)	254-287-0183 / 254-288-3690
• Behavioral Health Nurse Case Management	254-553-8711
• Military One Source	800-342-9647
• VETS4WARRIORS	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

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

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



TA - 095 - 0510





## III CORPS and FORT HOOD Religious Support



*"Spiritual Leadership for our Soldiers and Families at home and deployed."*

The focus of religious support at Fort Hood is to provide ministry to Soldiers and their Families, while at home and during deployments. The goal of this support is to encourage you during the critical intersections of life through:

- ♦ meaningful worship opportunities
- ♦ Soldier and Family programs
- ♦ pastoral care and counseling
- ♦ traumatic event management
- ♦ suicide intervention and prevention

### Fort Hood Chapel Locations

Bldg 53 - 761st Tank BN & 50th St. Old Post Chapel	(254)286-6785
Bldg 320 - Tank Destroyer Blvd Spirit of Fort Hood Chapel	(254)288-6545
Bldg 52024 - Tank Destroyer Blvd Comanche Chapel	(254)288-6543
Bldg 9406 - 19th St & Battalion Ave 19 <sup>th</sup> Street Chapel	(254)287-2690
Bldg 10041 - 25th St & Battalion Ave 25th Street Chapel	(254)285-6753
Bldg 12012 - 31st St & Battalion Ave 33rd St/Spiritual Fitness Center Chapel	(254)553-1196
Bldg 24006 - 58th St & Battalion Ave 58th Street/OIF Chapel	(254)288-6548
Bldg 31001 - Sherman Rd & Battalion Ave Memorial Chapel	(254)287-0469
Bldg 37012 - Bulldog Rd & Battalion Ave Ironhorse Chapel	(254)287-6121
Bldg 39010 - 67th St & Support Ave 13 <sup>th</sup> ESC Chapel	(254)287-1391
Bldg 36065 - Darnall Hospital Chapel	(254)288-8849
Bldg 56516 - 18th St & Headquarters Ave North Fort Hood Chapel	(254)289-4244
Bldg 91074 - Headquarters Ave & Clark Road West Fort Hood Chapel	(254)288-9942

**Life has many aspects,  
including spiritual.**

**We look forward to joining you in your  
spiritual journey.**

For general information about religious  
programs and services on Fort Hood, contact  
the

**Garrison Chaplain's Office at  
254-288-6545.**

The Garrison Chaplain's Office is  
located in **Building 320 on 31st St. & Tank  
Destroyer Blvd.**

**Catholic Religious Support at  
254-286-6749 or 254-288-6556**

**Directors of Religious Education  
Dr. Donna Hilley 254-553-1196  
Mr. Garrett Northway 254-287-9101**

On-line you will find information about Fort  
Hood Religious Support at the  
following webpage:

<http://www.hood.army.mil/CHAPLAIN/>

or

**Facebook: Fort Hood Garrison  
Chaplain's Office**

**On-Call Duty Chaplain  
(254)289-2531  
(254)287-2427**

**Other important Chaplain  
phone numbers:**

**III Corps: (254)287-3411  
Family Life Chaplain: (254)287-1541  
Family Life Training Center:  
(254)288-1913**

# III CORPS and FORT HOOD Religious Support

## Weekly Ministries

### Roman Catholic

<https://www.facebook.com/FtHoodRomanCatholic/>

Sunday Mass 0900 - Spirit of Fort Hood Chapel

Daily Mass 1200 - Tues - Fri - Spirit of Fort Hood Chapel

Religious Education Wed - 1800 - Comanche Chapel

Confession By appt call: 254-288-6749.

Knights of Columbus - 2nd Tuesday of month @1830 - Spirit of Fort Hood Chapel.

### Protestant

#### Liturgical

<https://www.facebook.com/FtHood-Liturgical-Chapel-Service>

Sunday 0900 - 31st St & Battalion - A.L.E. Service

(Anglican/Lutheran/Episcopalian)

#### Traditions

<https://www.facebook.com/groups/fttps/>

Sunday 1000 - Bulldog & Battalion - Traditions Service

Sunday 1200 - Bulldog & Battalion - Samoan Traditional Service

#### Gospel Service

<https://www.facebook.com/ComancheChapel/>

Sunday 0945 - Comanche Chapel - Sunday School

3rd, 4th, 5th Sunday 1100 - Comanche Chapel - Gospel Youth Service

#### Contemporary

<https://www.facebook.com/ChapelNextFortHood/>

Sunday 1115 - Chapel Next Service - Spirit of Fort Hood Chapel.

#### Spanish Protestant

<https://www.facebook.com/AIcanceFortHoodTX>

Sunday 1100 - Spanish Protestant - Old Post Chapel.

#### Jewish

<https://www.facebook.com/FortHoodJewishCommunity/>

Friday 1800 - 19th Street Chapel

#### Latter Day Saints

Call 254-288-6545 for more information.

#### Muslim Services

Call 254-288-6545 for more information.

#### Open Circle

<https://www.facebook.com/FortHoodOpenCircle/>

Friday 1930 - Spirit of Fort Hood Chapel - Religious Ed Center

Fort Hood Open Circle celebrates all Sabbats and Esbats; for dates and service times call (254) 368-8553

#### Buddhist

<https://www.facebook.com/FortHood-Buddhist-Community-584249815010090/>

Online services only

#### North Fort Hood Chapel

Call 254-288-5223 for Bible Study classes.

#### CRDAMC Chapel

CRDAMC Information; 254-288-8849

## Studies

### Weekly

### Studies

Please call the

Garrison Chaplain's Office

254-288-6545

### Garrison Family Life Center Pastoral

#### Counselor

52025 Tank Destroyer Blvd

254-287-1541

Service members from all branches and components (AD, USAR, NG), dependents, veterans, retirees, and DOD civilians may all receive pastoral counseling services at the FLC.

Counseling at the FLC is completely free of cost and you have no obligation after your first session.

### Chaplain Family Life Training Center

Bldg 328, 31st. & Tank Destroyer Blvd

254-288-1913

### Marriage 101

Program provides couples with specific communications skills and couples strategies. This class is required in order to use a Fort Hood chapel for weddings. Held on the 1st Wednesday of each month, from 1300-1700.

### Co-parenting Children of Divorce

Teaches divorced or separating parents how to help their children cope with divorce. Mandatory for all those considering divorce in the State of Texas. Held on the 2nd Wednesday of each month, from 1300-1700

### Counseling

Individual, marriage, family counseling, trauma PTSD, EMDR, child, certain addiction types, and more.

### Affair Recovery Counseling

Designed to help you and your partner gain the tools necessary to build relationship skills, manage stressors, and make important decisions about your future following an affair.

Call 254-288-1913 to schedule.



## III CORPS and FORT HOOD Religious Support



### Chapel Ministries

**Catholic Women of the Chapel**  
and  
**Protestant Women of the Chapel**  
Spirit of Fort Hood Chapel  
Currently On Hold

**M.O.P.S**  
**(Mothers of Preschoolers)**

Currently On Hold

### Community Connections

Currently On Hold  
**A Christian Discipleship Program**  
Adult studies, Navigators, Marriage Studies,  
Financial  
Peace University, AWANA's, and free childcare  
(Space is limited) . Free dinner!!

### Child & Youth Ministries

#### **AWANA**

A weekly Bible-centered program for children age 3 years - 5th grade. - Currently On Hold

-

#### **Club Beyond**

High School - Currently On Line

Middle School - Currently On Line

#### **Catholic Youth Ministry - Crusaders**

8 -12 Grades - Currently On Hold

-

#### **Child Evangelism Fellowship (Good News Club)**

1-5th Grade - Currently On Hold

1-5thGrade - Currently On Hold

## CREED OF THE NON COMMISSIONED OFFICER

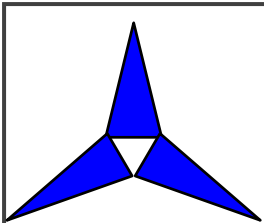


**No** one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as “The Backbone of the Army”. I am proud of the Corps of Noncommissioned Officers and will at all times conduct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

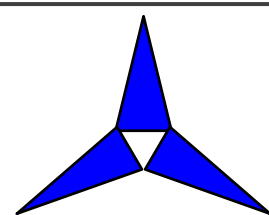
**Competence** is my watch-word. My two basic responsibilities will always be uppermost in my mind---accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding Leadership; I will provide that Leadership I know to 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!



# Army Values



## LDRSHIP

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).



# 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.

# Information Sources

TOPIC	Regulation
UCMJ	AR 27-10 / 5-11-2016
NCO PROFESSIONAL DEVELOP	AR 350-17
CODE OF CONDUCT	AR 350-30
IND. MIL. EDUCATION & TNG	AR 351-1
CORRESPONDANCE PROGRAM	AR 351-20
WEIGHT CONTROL	AR 600-9 / 7-16-2019
NBC	FM 3-87/5-23-2019
FIRST AID	FM 4-25.11/ TC 4-02.1/1-21-16
PHYSICAL TRAINING	FM 7-22/10-26-12
MAP READING-LAND NAVIGATION	FM 3-25.26/ TC 3-25.26/11-15-13
MILITARY LEADERSHIP	AR 600-100
ARMY LEADERSHIP AND COUNSELING	ADP 6-22/7-31-2019
SOLDIER TEAM DEVELOPMENT	FM 22-102/ 4-1-2019
DRILL AND CEREMONIES	FM 3-21.5/1-2012
GUARD DUTY	FM 22-6/1-13-2017
INDIVIDUAL WEAPONS	TC 3-20.40/ 11-4-2019
ARMY TRAINING AND LEADER DEVELOPMENT	AR 350-1/12-10-2017
COMBAT TRAINING CENTER PROGRAM	AR 350-50
COMMANDERS LEADERSHIP HANDBOOK	AR 600-20
COMMAND POLICY	AR 600-20/ 7-24-2020
EQUAL OPPORTUNITY	AR 600-20 CHAPTER 6
SALUTES, HONORS, AND COURTESY	AR 600-25/ 9-10-2019
ENLISTED PERS. MANAGEMENT	AR 600-200
UNFAVORABLE INFORMATION	AR 600-37/ 4-10-2018
STANDARDS OF CONDUCT ENLISTED ASSIGNMENTS	AR 600-9/ 1-25-2019
ARMY CONTINUING EDUCATION SYSTEM	AR 621-5/ 11-28-2019
INDIVIDUAL PERSONNEL SYSTEM	AR 640-30/ 12-06-2019
OFFICIAL ARMY PERSONNEL	AR 670-1/ 5-25-2017
WEAR OF THE UNIFORM	AR 672-5-1
MILITARY AWARDS NCOER	AR 623-205



# Eight Step Training Model



NAME \_\_\_\_\_ TRAINING EVENT \_\_\_\_\_ EVENT DATE \_\_\_\_\_

## 1. PLAN THE TRAINING

What is to be trained: \_\_\_\_\_  
What is the METL assessment: \_\_\_\_\_  
Who is to be trained: \_\_\_\_\_  
Identify an 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: \_\_\_\_\_

## 2. 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, IE; FMs ARTEPs, TMs, and soldier's manuals: \_\_\_\_\_  
Is the trainer's evaluation procedure in compliance with the training objective: \_\_\_\_\_

## 3. RECON THE SITE

Location of training: \_\_\_\_\_  
Is the site suitable for the training: \_\_\_\_\_  
Is it easily accessible for emergency cases: \_\_\_\_\_

## 4. ISSUE THE ORDER

Has a OPORD been issued for the training: \_\_\_\_\_  
Has the uniform for the training been briefed: \_\_\_\_\_

## 5. REHEARSE THE TRAINING

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: \_\_\_\_\_

## 6. EXECUTE THE TRAINING

Is the training conducted to standard: \_\_\_\_\_  
Are soldiers for training accounted for: \_\_\_\_\_  
Is everyone in uniform: \_\_\_\_\_

## 7. Conduct an AAR

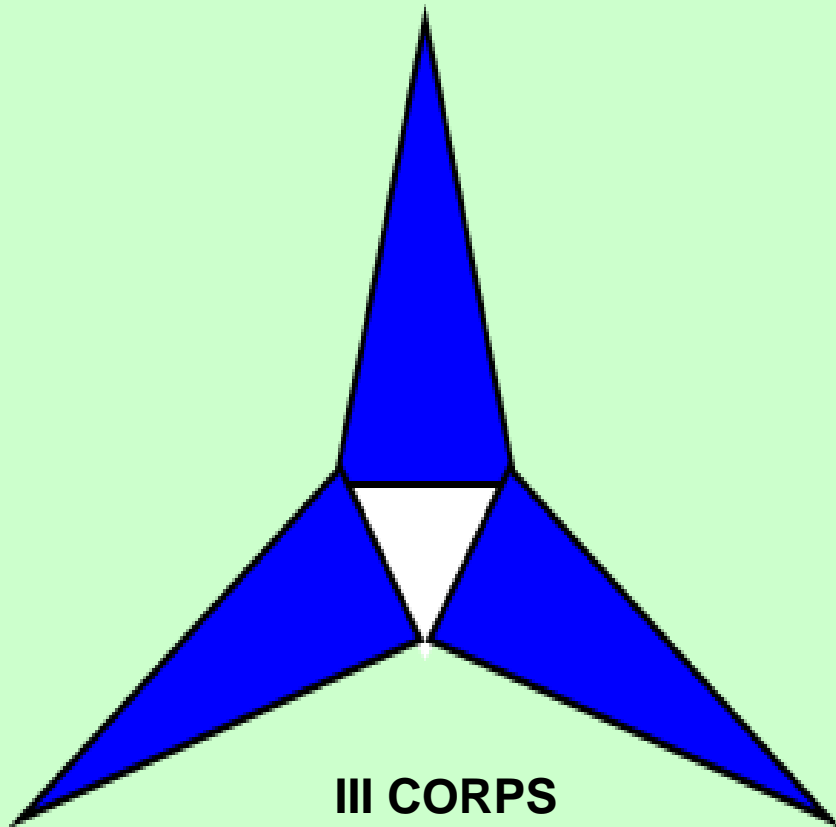
Was there an evaluation done after the training execution: \_\_\_\_\_  
Were the training objective/standards met: \_\_\_\_\_  
What is the METL assessment: \_\_\_\_\_  
Were the materials/training aids sufficient for the training: \_\_\_\_\_  
Was an After Action Review done: \_\_\_\_\_  
Are the training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

## 8. RETRAIN AS NECESSARY

8. Be prepared for opportunity training: \_\_\_\_\_  
Review references, IE; FMs ARTEPs, TMs, and soldier's manuals: \_\_\_\_\_



III CORPS  
LEADER'S BOOK



III CORPS  
"AMERICA'S HAMMER"

