

Leader Development



Leader Development Quick Reference Guide

Staff Judge Advocate (Legal Knowledge Abbreviated From the Staff Judge Advocate)

Contacts:

Office located at 1001 761st Tank Battalion Avenue
Staff Judge Advocate - Room C224 - phone: 287-3421

Criminal Law - Room C223- phone: 287-5413
Federal Litigation - Bldg 5794 - phone: 287-5072
Claims - Bldg 4617- phone: 287-6772
Legal Assistance - Bldg 4617 - phone: 287-3199
Trial Defense Service - Bldg 4617- phone: 287-4360
Admin & Civil Law - Room C221 - phone: 553-2523
Operational Law - Room C226 - phone: 287-7404

The On-Call Judge Advocate Officer can be reached at 291-3431

Educational Programs

- Contacts and Location
 - Located in Bldg 33009
 - Education Services Officer, 287-7329
- Programs and Services
 - College Programs
 - GoArmyEd: <http://goarmyed.com>
 - Registration is online for all classes, This includes all modes of delivery: classroom, online, CD Rom, and eCourse
 - Deployed Soldiers may register using the information on our website: <http://esd.hood.army.mil>

Casualty Assistance (Located in Building 126, phone: 287-7200)

Personnel Actions

- Contacts and Location
 - Located in Bldg 1001, Rm W126
 - Contacts
 - G-1: 287-0356
 - SGM: 287-0209
 - Deputy G-1: 287-3357
 - OPMD: 287-0359
 - Plans & Ops: 288-2753
 - Personnel Actions/Ops: 285-6480
 - Enl Strength Mgmt: 287-2185
 - NCOIC, G1: 286-5793
 - Safety: 287-2074
 - FRG: 553-1983

Retention.

- Location: III Corps Headquarters Building
- Phone: 287-0136
- Company commanders and unit reenlistment NCOs will conduct all required interviews IAW AR 601-280

AR 601-280, Army Retention Program

FH Policy Letter CSM-03, Fort Hood Army Retention Program

Army Career and Alumni Program (ACAP)

- Contacts and Location
 - Phone 288-ACAP or 288-JOBS www.acap.army.mil
 - Hours: Mon-Thurs 0800 – 1700, Fri 0800-1130 1330-1700

Warrior Ethos.

“Army leaders must be—competent in their core proficiencies; broad enough to operate across the spectrum of conflict; able to operate in JIIM environments and leverage other capabilities in achieving their objectives; culturally astute and able to use this awareness and understanding to

LEADER DEVELOPMENT
✓ Develop Multi-Skilled & Adaptive Leaders
✓ Constant Communication is Critical
✓ Advocate Teamwork in All Endeavors
✓ Professionalism & Selfless Service in all Things <ul style="list-style-type: none">✓ Leader Presence is Essential
✓ Ensure Adherence to Standards
✓ Monthly, Detailed Written Counseling
✓ Include Risk Assessment & Mitigation in
✓ Everything We Do

conduct operations innovatively; courageous enough to see and exploit opportunities to the challenges and complexities of the operational environment; and grounded in Army Values and Warrior Ethos.”

FM 3-0, Operations

A. Overview. Leadership is the integrating element of combat power that exponentially improves outcomes when combined with the other elements of combat power. We require agile and adaptive leaders, able to lead our formations through the challenges of Full Spectrum Operations in a joint, interagency and multinational environment in an era of persistent conflict. It is clear that 21st Century warfare will be increasingly complex and place an increased burden on leaders at every level. As we think about how we train leaders for Full Spectrum Operations, a few things are clear. To grow our officers, non-commissioned and warrant officers, and civilian leaders for success in Full Spectrum Operations, we must:

- Create an environment that encourages subordinates to value self-development and lifelong learning.
- Afford leaders, to include our civilian leaders, the opportunity to attend Professional Military Education on schedule.
- Provide our leaders the opportunity for self-evaluation of their leadership skills through periodic multi-source assessment and feedback (360 assessment).
- Draw on the experience that our young leaders have gained — harness the intellectual agility that served us so well in combat.
- Create and encourage relevant opportunities outside the operational force for broadening experiences which enhance Full Spectrum thinking without penalizing careers (e.g., graduate school, teaching, training with industry or other governmental agencies, training and advising our allied partners).
- Take time during reset to review, analyze, write down and share lessons from personal experiences with peers and subordinates — others will face our same challenges.
- Increase opportunities for leaders to expand their cultural and language proficiency.

B. Thoughts for a deploying commander

1. Officers are the standard bearers of the Army's institutional values. Soldiers and NCO's will take their cues from what you do or say and what you do not do or say. Seek excellence in all things and never let a fault or error pass by you uncorrected.

2. Have trust and confidence in your chain of command. Once a decision is made, vigorously support it 100%. If you hear grumbling in the ranks, put a stop to it immediately. Never do anything to foster the notion that "higher" is screwed up. Remember, you are somebody's "higher" too.

3. Performance counseling does not stop once in theater. On the contrary, it occurs more frequently. Performance counseling remains our best available tool to modify individual behavior that effects unit performance. This task is not delegated below squad leader level. Have platoon Leaders review every counseling in their unit. Your unit leader book becomes your bible.

4. Training does not stop in theater. You must have a series of mission related training scenarios ready to go at all times. Most training will be "opportunity" training. Accept the fact that you will not be popular when you force your platoon to do this.

5. Pre-combat and post-combat checks are SOP to every mission. This task is not delegated below squad leader level. No deviations.

6. AAR's are conducted upon completion of every mission. Lessons learned are incorporated into SOP's immediately.
7. The ultimate form of troop welfare is bringing everyone back home alive with all equipment operative.
8. Establish personal goals for self-improvement on this deployment; both mental and physical. Encourage your subordinates to do the same.
9. Keep a diary. It is a good tool to aid in your professional growth. Encourage your subordinates to do the same.
10. Maintain your balance and sense of humor. Do not get "stressed out". You will lose the trust and confidence of your platoon if you do.
11. No individual deviations from the prescribed uniform. Ever. Deviations are conscious decisions by the chain of command based on METT-T, not personal whims.
12. All soldiers perform personal hygiene daily. Shave and brush teeth at a minimum. Squad Leaders check. You verify. No exceptions.
13. Physical training is conducted daily in accordance with METT-T. Develop a program of standard isometric and manual resistance exercises.
14. Do not let good performance go unrewarded. Do not allow poor performance to go unpunished.
15. Encourage constructive feedback from subordinates as to how we can do things better, then funnel recommendations up through the chain of command. Most often, the best solutions come from the bottom up.
16. Weapons and ammunition are cleaned at every opportunity.
17. Take charge of all government property in view.
18. There is always something that needs to be checked or verified.
19. Stop rumors. Immediately. Ruthlessly. Do not allow the morale of your unit to rise and fall based on the latest rumor. If you do not hear it from the chain of command, it is not true.
20. We are a combat organization, expert in the controlled application of violence. Follow your instincts, they are probably right. The chain of command will support you. Maintain patient, aggressiveness in your unit. Be decisive and execute with unrelenting fury.

C. Effective Leadership

The Army teaches core leadership traits at all levels of professional officer and noncommissioned officer (NCO) education.

Good leaders do not compromise the basics; they set the example and reinforce the standards. Effective leaders rigorously supervise preparation for combat operations. They execute aggressively but retain the ability to meter the requisite mix of lethal and non-lethal means.

Soldiers want their leaders to:

- To be Trained.
- Display competence and confidence in skills and duties, and take responsibility as the leader.
- Hold subordinates accountable, enforce standards, and always meet standards themselves.
- Have combat experience or learn from subordinates and peers who do.
- Lead from the front and share the risk of combat operations.
- Trust their subordinate leaders and stand by their decisions in the field.
- Adapt quickly to changes in enemy tactics and the situational circumstances.
- Know their Soldiers and care about their protection and welfare.
- Communicate with subordinates and keep Soldiers informed.
- Treat them with dignity and respect.

D. In-effective Leadership

The Army consistently reinforces the skills all leaders should master; however, Soldiers quickly recognized ineffective leaders. Ineffective leaders, according to Soldiers surveyed:

- Lacked the interpersonal skills needed to lead.
- Lacked tactical competence.
- Lacked combat experience.
- Were unwilling to listen to experienced subordinates
- Avoided risk in mission execution or in their personal behavior (seldom going outside the forward operating base (FOB) or unwilling to share the hardships of combat).

Soldiers have a special disdain for what they categorized as “careerist” leaders, who want to promote themselves or advance through the ranks (get their “tickets punched”), usually on the sacrifices of their Soldiers.

Other characteristics associated with ineffective leadership include the following:

- Micromanaging (interpreted as lack of trust in subordinates).
- Lack of aggressiveness in conducting combat operations.
- Failure to solicit or listen to advice from combat veterans.
- Willingness to put Soldiers at risk unnecessarily.
- Lack of moral character.



TIP - Basic Questions



How do we train and maintain efficiently putting “first things first?”

How do we create a coherent unit environment in which the leader can lead?

How do we set and maintain standards while keeping inspections under control?

E. Leader training

Overview. In order to maintain combat ready units, the Army must develop technically and tactically competent leaders who have confidence in themselves and their subordinates. Leader training programs augment institutional training, operational assignments, and self-development.

Unit leader development programs are designed and implemented at battalion-level and above. Each commander's leader development program is unique; however, programs must address the professional development of officers, warrant officers, NCOs, and civilians (where appropriate). Military qualification standard (MQS) manuals 25-1 through 25-4 provide additional information that may be helpful in program development.

Unit leader development programs are:

- Battle-focused.
- Tailored to support training of those leader skills demanded by unit METL and the professional development needs of leaders.
- Linked to a common framework, such as the battlefield operating systems or the nine leadership competencies outlined in FM 7-0. They must be 75 percent tactical and 25 percent administrative for tactical units. Table 3-2 lists some unit leader development programs, but is not all-inclusive.

- **Leader Certification.** Leader training is a continuous process that is initiated well before formal commissioning or attaining NCO rank and continues throughout a leader's career. The methodology by which leaders are trained, developed, and matured in technical and tactical proficiency should be reflective of the personality of each commander. Units should highlight their certification programs during quarterly training briefings (QTBs).

- All III Corps units will have a leader certification and/or check ride program.
- A leader certification program ensures every leader is certified in the basic skills and knowledge requisite to his or her duty position. Commanders will ensure leaders are certified in duty positions as soon as practicable.

Commanders should consider including in leader training programs:

- Training aids, devices, and simulators/simulations (TADSS) certification.
- Weapons qualification.
- Preventative maintenance checks and services (PMCS) certification.
- Radio telephone operator (RTO) certification.
- Rehearsal techniques.
- Range certification.
- Educational opportunities.
- Family advocacy.
- Basic skills education program (BSEP).
- FMs 7-0 and 7-1.
- Company training meetings.
- How to conduct AARs.

Commanders will also have certification requirements for critical digital tasks as identified by PMs for the various systems. The BCTC is responsible for the development, implementation, and conduct of a leader certification program in critical digital tasks and will track the accomplishment of this certification. Use vent preparation windows to sustain and update certification as necessary.

Officer professional development (OPD) and NCO professional development (NCOPD) are important aspects of unit leader training programs. Leaders must be tactically and technically proficient in their assigned duties and in the basic responsibilities of their superiors should these superiors become casualties of war. OPD and NCOPD augment institutional training, operational assignments, and self-development programs. These classes will also be designed to enhance camaraderie and esprit, as well as professionalism. The OPD and NCOPD programs should be 75 percent tactical and 25 percent administrative for tactical units. III Corps policy also requires Army family team building (AFTB) information to be included in OPD and NCOPD programs. OPD and NCOPD classes will be scheduled and published on training schedules with subject, instructor, and location.

- **OPD.** Company commanders should design an OPD program for their unit. OPD classes should focus on warfighting skills, METL-related tactics, techniques, and procedures (TTPs), unit SOPs, and the requirements of MQS II at the company-grade level. Unit OPD programs should also encourage the reading of professional books and journals. Another suggested topic of discussion for OPD classes is officer career management to include assignment patterns and guidelines for career progression.

- **NCODP.** Company 1SGs should have the primary responsibility for developing and executing a unit's NCOPD program. Classes should focus on warfighting at skill levels 1 through 3. Suggested topics for classes include METL-related TTPs, unit SOPs, maintenance procedures, command information, and unit administration. Professional reading should also be included in the NCOPD program. Encourage NCOs to read professional journals, lessons learned pamphlets, and Army publications. Another suggested topic is career management to include what schools and assignments are suggested in order to remain competitive for promotion.

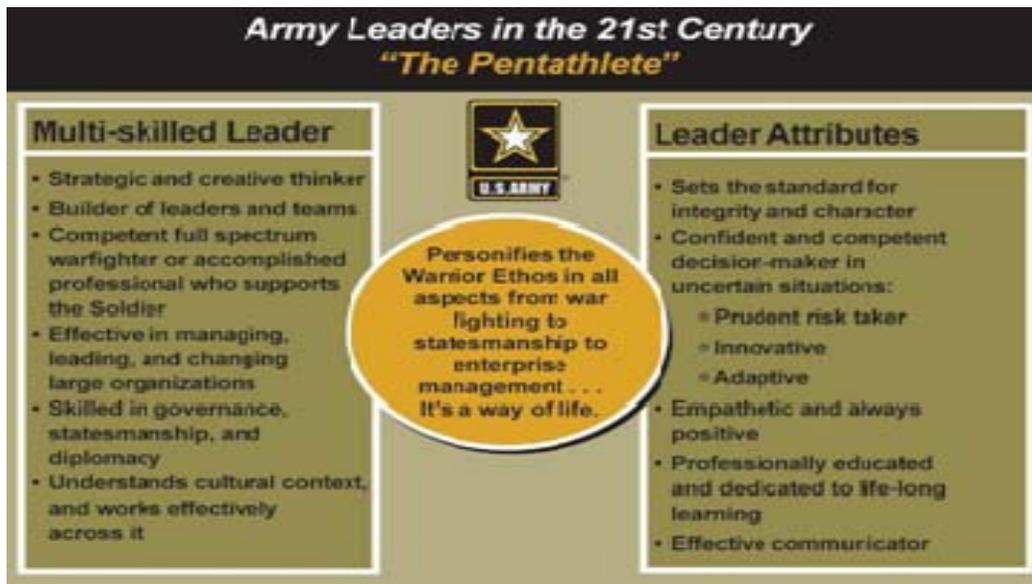
The training program must help to reduce the degradation in skills at the individual, squad, platoon, and company level. Commanders are responsible for developing unit-level training consisting of three components—collective tasks, leader development, and individual training. Multi-echelon, standards-based, mission-oriented training is our standard. Get the METL-based basic tasks right first at all levels, before time, energy, and resources are used to train advanced tasks. Master the basics first.

Competent and confident leaders are a prerequisite to our success. Leaders at all levels must be technically competent. They must master their platforms before they master their formations. Leaders must identify, implement, and enforce the tasks and conditions to achieve mastery of performance standards at all levels.

While leader training and development occur within the three components of training, they also occur through personal interaction with seniors, peers, and subordinates. Commanders will foster this by incorporating innovative programs to facilitate the effective development of our future leaders. Train our leaders first to achieve performance to standards. Invest the time in quality leader training plans that are METL focused. Tolerate and underwrite the honest mistakes and take the opportunity to mentor, coach, and train today's leaders to become even better than they already are. Our Army expects leaders to be multi-skilled, a "pentathlete," in order to perform in the COE.

The COE also requires that we properly train and empower leaders at all levels. Our sergeants and lieutenants—first to execute the unit's combat missions—have tremendous levels of responsibility on the battlefield, and they have demonstrated their

ability to accept those responsibilities. During Home Station Training, give your junior officers and NCOs responsibilities in garrison that are commensurate with the level of their responsibilities on the battlefield. Develop and train them to be caring, competent, confident, mentally agile, and physically fit leaders. Allow subordinate leaders to plan and conduct training and provide mentorship. Empower them — they are the future of our Army. To this end, we will restructure several of the leader attended Troop Schools converting them from orientations to training courses to ensure our leaders can perform as well at home station as they do in combat. Thus the focus of these changes is to train our leaders on how to take care of Soldiers and Families at home station thereby improving Force Well-Being.



SOURCE: THE ARMY PLAN, 2008

TIP: Command Group Comment

Anytime a member of the Command Group visits, that person needs to leave with 3x5 cards that explain where a unit needs help.

Training for combat is III Corps' main effort. One of the best ways to train is the Eight-Step Training Model. The eight steps are:

- Plan the training.
- Train and certify the trainers.
- Recon the site.
- Issue the plan.
- Rehearse.
- Execute.
- Conduct an after action review.
- Retrain.

F. Troop Leading Procedures

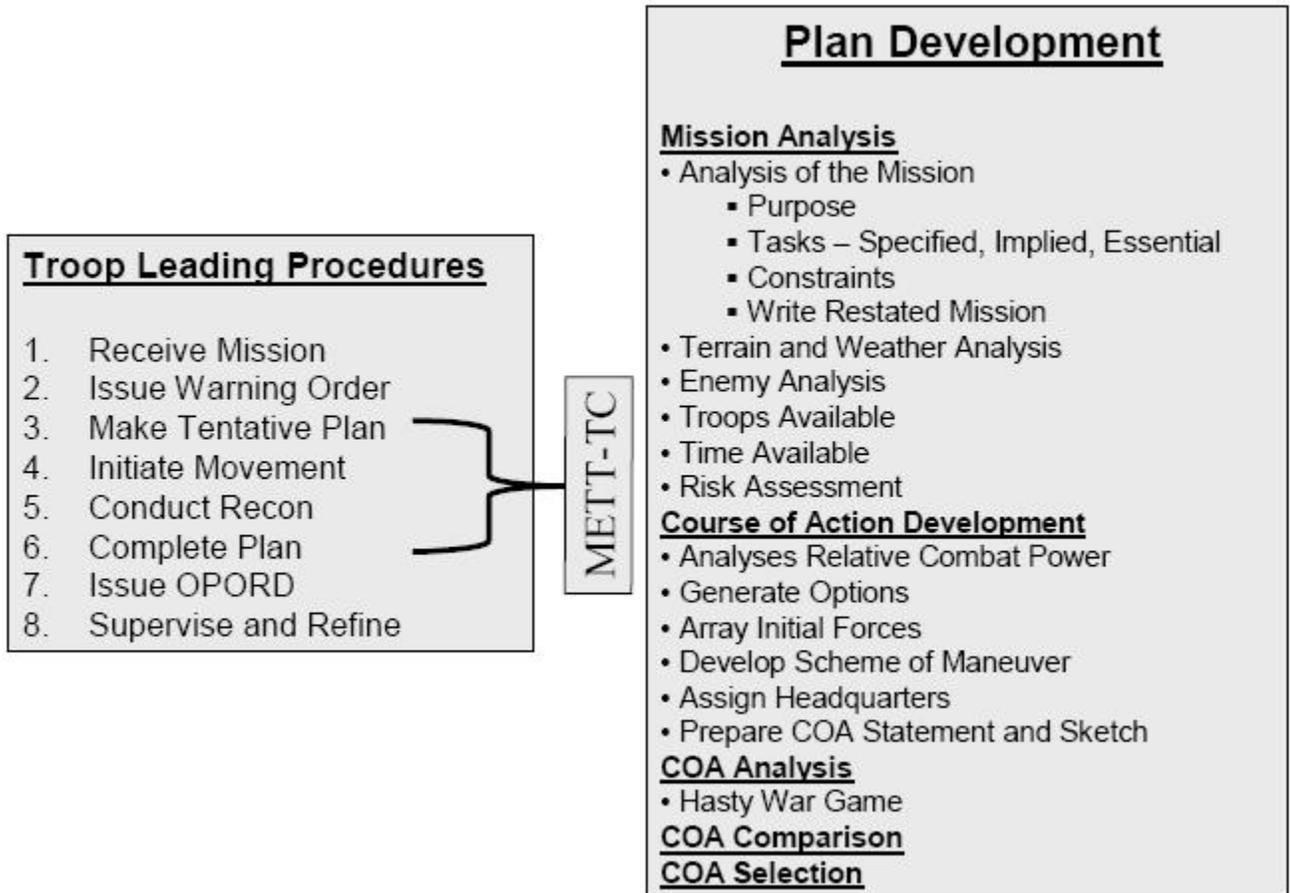
Troop leading procedures (TLP) provide small unit leaders a framework for planning and preparing for operations. Leaders of company and smaller units use TLP to develop

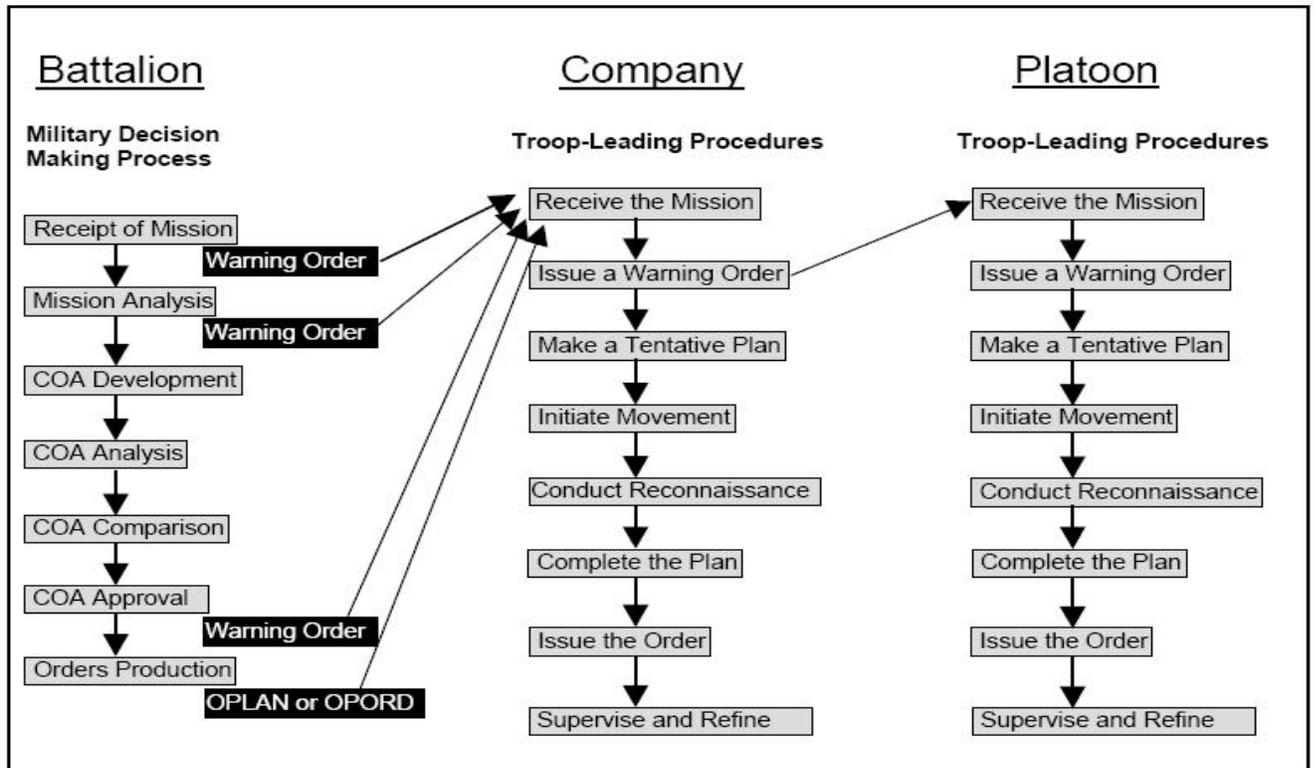
plans and orders. TLP extend the MDMP to small unit level. The MDMP and TLP are similar but not identical. They are both linked by the basic problem solving.

Commanders with a coordinating staff use the MDMP as their primary planning process. Company-level and smaller units do not have formal staffs and use TLP to plan and prepare for operations. This places the responsibility for planning primarily on the commander or small unit leader. Troop leading procedures is a dynamic process used by small unit leaders to analysis a mission, develop a plan, and prepare for an operation. These procedures enable leaders to maximize available planning time while developing effective plans and adequately preparing their unit for an operation. TLP consist of the eight steps as depicted below. The sequence of the TLP steps is not rigid. They are modified to meet the mission, situation, and available time. Some steps are done concurrently while others may go on continuously throughout the operations.

TLP Steps:

- Receive the mission
- Issue a warning order
- Make a tentative plan
- Initiate movement
- Conduct reconnaissance
- Complete the plan
- Issue the order
- Supervise and refine





G. After Action Review

An after-action review (AAR) is a professional discussion of an event, focused on performance standards, that enables Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get maximum benefit from every mission or task. It provides--

- Candid insights into specific Soldier, leader, and unit strengths and weaknesses from various perspectives.
- Feedback and insight critical to battle-focused training.
- Details often lacking in evaluation reports alone.

Evaluation is the basis for the commander's unit-training assessment. No commander, no matter how skilled, will see as much as the individual Soldiers and leaders who actually conduct the training. Leaders can better correct deficiencies and sustain strengths by carefully evaluating and comparing Soldier, leader, and unit performance against the standard. The AAR is the keystone of the evaluation process.



A Soldier updates the commander after completing a mission

Feedback compares the actual output of a process with the intended outcome. By focusing on the task's standards and by describing specific observations, leaders and soldiers identify strengths and weaknesses and together decide how to improve their performances. This shared learning improves task proficiency and promotes unit bonding and esprit. Squad and platoon leaders will use the information to develop input for unit-training plans. The AAR is a valid and valuable technique regardless of branch, echelon, or training task.

Of course, AARs are not cure-alls for unit-training problems. Leaders must still make on-the-spot corrections and take responsibility for training their Soldiers and units. However, AARs are a key part of the training process. The goal is to improve Soldier, leader, and unit performance. The result is a more cohesive and proficient fighting force.

Because Soldiers and leaders participating in an AAR actively discover what happened and why, they learn and remember more than they would from a critique alone. A critique only gives one viewpoint and frequently provides little opportunity for discussion of events by participants. Soldier observations and comments may not be encouraged. The climate of the critique, focusing only on what is wrong, prevents candid discussion of training events and stifles learning and team building.

AFTER-ACTION REVIEW PLANNING AND EXECUTION SEQUENCE

To maximize the effectiveness of AARs, leaders should plan and rehearse before training begins. After-action review planning is a routine part of unit near-term planning (six to eight weeks out). During planning, leaders assign OC responsibilities and identify tentative times and locations for AARs. This ensures the allocation of time and resources to conduct AARs and reinforces the important role AARs play in realizing the full benefit of training.

The amount and level of detail leaders need during the planning and preparation process depends on the type of AAR they will conduct and on available resources. The AAR process has four steps:

- Step 1. Planning
- Step 2. Preparing

- Step 3. Conducting
- Step 4. Following up (using AAR results)

1. Planning

- Select and train qualified OCs.
- Review the training and evaluation plan, Army Training and Evaluation Program (ARTEP) mission training plans (MTPs), and soldier training publications (STPs).
- Identify when AARs will occur.
- Determine who will attend AARs.
- Select potential AAR sites.
- Choose training aids.
- Review the AAR plan.

2. Preparation

- Review training objectives, orders, METL, and doctrine.
- Identify key events OCs are to observe.
- Observe the training and take notes.
- Collect observations from other OCs.
- Organize observations. (Identify key discussion or teaching points.)
- Reconnoiter the selected AAR site.
- Prepare the AAR site.
- Conduct rehearsal.

3. Conduct

- Seek maximum participation.
- Maintain focus on training objectives.
- Constantly review teaching points.
- Record key points.

4. Follow up

- Identify tasks requiring retraining.
- Fix the problem -- retrain immediately, revise standing operating procedures (SOPs), integrate into tutors training plans.
- Use to assist in making commander's assessment.

H. Army Values

“Our profession’s ethic remains the foundation of trust which the American people place in their military” (Future of the Army Profession, Snider and Watkins, 2002). In turn, our Army Ethic rests on a bedrock of our seven Army Values; Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. It is a unique collection, unlike any other organizations in the world, and reflects the high standards to which the entire Army adheres, regardless of its mission area.

The Army is undergoing a major transformation in the way it does business. Just as Army Values guide the thinking, behavior, and professional ethos of every warrior, so will those same values guide the actions of those who support and sustain them. The American people hold the entire Army to a higher standard, not just the front-line

Warriors. The priorities we set, the efficiencies we gain, the continuous improvements we achieve, will be attained in keeping with our Army Values. This transformation brings with it many challenges to overcome. Still, we will continually measure ourselves and our success by our adherence to those values.

- **Loyalty**: Bear true faith and allegiance to the US Constitution, the Army, your unit, and other Soldiers.

Be loyal to the nation and its heritage. Loyalty is a two-way street: you should not expect loyalty without being prepared to give it as well.

- **Duty**: Fulfill your obligations.

The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right...

- **Respect**: Treat people as they should be treated.

Army leaders honor everyone's individual worth by treating all people with dignity and respect.

- **Selfless Service**: Put the welfare of the nation, the Army, and your subordinates before your own.

Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

- **Honor**: Live up to all the Army values.

What is life without honor? Degradation is worse than death. – Lieutenant General Thomas J. “Stonewall” Jackson

- **Integrity**: Do what's right—legally and morally.

The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but also to be men of integrity.

- **Personal Courage**: Face fear, danger, or adversity both physical or moral.

Personal courage isn't the absence of fear; rather, it's the ability to put fear aside and do what's necessary.

- You may be working for someone else but it doesn't matter because we all train to standard
- You have to be prepared for major combat operations
- You have to be prepared to tell the story

I. Battle Tracking Enablers-

With the digitization of the command post, the most efficient method of battle tracking at the Brigade Combat Team (BCT) and Below- level is with a common operational picture (COP). The COP provides the commander with a uniform picture of the entire battlefield.

With the introduction of the ABCS 6.4 System of Systems (SoS), the Army links 11 systems so commanders can have access to the information they need in the form of a COP. At the BCT echelon, the COP comprises the following:

- AFATADS: Advanced Field Artillery Tactical Data System (fires and effects coordination cell (FECC)).

- AMDPCS: Air Missile Defense Planning and Control System (air defense and airspace management).
- ASAS: All-Source Analysis System-Light (intelligence, surveillance, and reconnaissance (ISR) cell/S2X team)
- BCS3: Battle Command Sustainment and Support System (sustainment section).
- DTSS: Digital Topographic Support System (engineer cell).
- FBCB2: Force XXI Battle Command Brigade and Below (maneuver and support section).
- IMETS: Integrated Meteorological System (ISR cell/FECC).
- ISYSCON: Integrated System Control (S6/G6 section).
- GCCS-A: Global Command and Control System –Army (maneuver and support section).
- MCS: Maneuver Control System (maneuver and support section).
- TAIS: Tactical Airspace Integration System (maneuver and support section/ ADAM Cell/ BAE element).

J. Staff Judge Advocate (Legal Knowledge Abbreviated From the Staff Judge Advocate)

Contacts:

Office located at 1001 761st Tank Battalion Avenue
 Staff Judge Advocate - Room C224 - phone: 287-3421
 Criminal Law - Room C223- phone: 287-5413
 Federal Litigation - Bldg 5794 - phone: 287-5072
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Note: An asterisk () denotes that more specific information on the topic can be found in FH Regulation 27-10, Military Justice. Two asterisks (**) indicate that more information can be found in the Policy Letter portion of the Fort Hood web portal: <http://www.hood.army.mil/policies/index.htm>.*

1. Administration of Military Justice. A commander has a unique and powerful role in the military justice system. In that role, a commander has the authority to affect individual lives and the morale and readiness of his command. A commander has a duty to ensure that in disposing of alleged misconduct committed by Soldiers within his command, he does so carefully, deliberately, and in strict compliance with applicable law and regulation. Soldiers will rally behind and remain loyal to a thoughtful and fair commander. An unfair or unlawful approach to military justice adversely impacts the morale of a unit and compromises its war fighting effectiveness. Commanders must understand and comply with the following requirements when deciding how to dispose of allegations of misconduct:

(1) Individualized Treatment of Each Case. The disposition decision is one of the most important and difficult decisions facing a commander. Each Soldier deserves to have his case adjudicated based on the specific facts of his individual case. Each commander must make fair and individualized determinations for each case of misconduct.*

(2) Unlawful Command Influence. Commanders will not order or influence a subordinate to dispose of an incident of misconduct in a particular way. Each commander must exercise their independent discretion when determining or recommending an appropriate disposition for a Soldier's alleged misconduct. *

(3) Treatment of a Soldier Pending UCMJ Proceedings. A commander may not punish a Soldier accused of misconduct prior to the completion of UCMJ proceedings. Any treatment intended to humiliate, ridicule, or is otherwise contrary to the inherent dignity and respect of an accused Soldier is unlawful and will not be tolerated.*

(4) Timely and Fair Disposition of Misconduct. Commanders are expected to dispose of allegations of misconduct in a timely manner at the lowest appropriate level of disposition, and in a fair manner, considering all the known and relevant information. Never discourage witnesses, either directly or indirectly, from providing information on behalf of a Soldier.*

2. Authority to take adverse action. Nothing in this regulation should be construed as an attempt to require a certain outcome in any particular case or class of cases. Each Commander must exercise independent judgment in disposing of allegations of misconduct as they see fit. Except for suspense and relief-for cause actions, 1CD and 4ID may establish withholding and delegation policies and procedures for units and personnel attached or assigned to their jurisdiction.

a. Senior Leader Misconduct

(1) Scope of Reservation. The authority to dispose of alleged UCMJ offenses committed by commissioned or warrant officers, sergeants major, first sergeants in the grade of E-8, and master sergeants (including the authority to impose non-judicial punishment) is withheld to the Commander, III Corps and Fort Hood unless such authority is returned to a lower level commander. The Commander, III Corps and Fort Hood may, on a case by case basis, return actions to lower level commanders.*

(2) Senior Leader Misconduct Report: No later than 72 hours from receipt of information that a commissioned or warrant officer, sergeant major, first sergeant in the grade of E-8, or master sergeant may have violated the UCMJ, the suspect's Special Court-Martial Convening Authority (SPCMCA, brigade commander) shall provide an e-mail report to the Commander, III Corps and Fort Hood and the Staff Judge Advocate. Include all relevant facts, evidence, and circumstances surrounding the alleged offenses.*

(3) Suspension or Relief for Cause: In accordance with AR 600-20, Army Command Policy, paragraph 2-17, commanders are authorized to temporarily suspend a subordinate from command or other assigned position when the senior commander loses confidence in the subordinate commander's ability to lead due to misconduct, poor judgment, the subordinate's ability to complete assigned tasks, or for other similar reasons. A commander desiring to direct suspension or the relief of either a subordinate commander or command sergeant major must notify and consult with the next superior commander and servicing staff judge advocate prior to taking action. The III Corps and Fort Hood Commander and OSJA must be notified in every instance of suspension and/or relief.*

(4) CG's Article 15 and GOMOR Authority Delegation: The Commander, III Corps and Fort Hood has delegated to the Deputy Commanding General, III Corps and Fort Hood, his powers under Article 15, UCMJ, and the authority to issue and file memoranda of reprimand (GOMORS).*

b. Domestic Violence Disposition of domestic violence-related offenses is reserved to Commanders who are Special Courts-Martial Convening Authorities (SPCMCA).

c. Desertion and AWOL. The authority to dispose of violations of Articles 85 and 86, UCMJ (Desertion and AWOL for more than 30 days) is reserved to Commanders who are SPCMCAs. Those commanders may not further delegate this authority. *

d. Weapons violations.

(1) Commanders are obligated to ensure the safety of our Soldiers and will post information on unit bulletin boards and ensure that all assigned personnel are briefed on III Corps and Fort Hood Regulation 190-11 (Weapons), any other applicable Army regulations, and state and local laws on weapons and ammunition. Commanders should regularly consider conducting health and welfare inspections to ensure contraband, such as unregistered weapons, are not being improperly maintained in the barracks.*

(2) Disposition of weapons related offenses is reserved to commanders who are SPCMCAs.

e. Driving Under Influence (DUI/DWI) Violations.

(1) Except as otherwise provided in this supplement, the authority to exercise UCMJ jurisdiction over DUI/DWI offenses committed on the installation by Soldiers is hereby withdrawn. All such cases, including 1CD and 4ID cases, will be referred to the Federal Magistrate for disposition.*

(2) This policy does not affect the initiation and imposition of administrative sanctions for DUI/DWI offenses, such as general officer memoranda of reprimand, suspension and revocation of installation driving privileges, bars to reenlistment, administrative reductions, and separation for misconduct. This policy also does not affect the referral of Soldiers to remedial driving classes or alcohol and drug abuse counseling.

(3) When an offense (such as DUI/DWI) is pending trial or has been tried by the Federal Magistrate or other state court, Commanders will not impose non-judicial punishment, or prefer charges under the UCMJ, without prior approval of the Commander, III Corps and Fort Hood.*

3. General Officer memoranda of reprimand. A General Officer Memorandum of Reprimand (GOMOR) will be initiated for all DUI/DWI offenses and refusal to take a blood alcohol content (BAC) test involving Soldiers assigned or attached to units at Fort Hood. Units will ensure expeditious processing of GOMORs. When the Soldier has departed the command prior to the filing determination, the responsible commander will forward the GOMOR to the Soldier through the gaining commander, explaining the

Soldier's right to submit matters in response and requesting the gaining commander's recommendation for filing.*

4. Pretrial restraint/confinement. If any form of pretrial restraint is imposed on a Soldier, a commander must notify their trial counsel to ensure the prompt disposition of the case and avoid speedy trial issues. Pretrial restraint includes conditions on liberty, restriction, arrest, and confinement.

(1) An accused Soldier pending charges should ordinarily continue the performance of normal duties while awaiting trial.

(2) Pretrial confinement is warranted only if probable cause exists to believe an offense triable by court-martial has been committed, the person to be restrained committed it, and the restraint ordered is required by the circumstances. If a commander is contemplating placing a Soldier in pretrial confinement he must consider the requirements of Rule for Court-Martial 305 and he (or his servicing Judge Advocate) must consult with their GCMCA SJA prior to placing the Soldier into pretrial confinement.*

5. Trial Defense Service.

a. Article 15, UCMJ. Every Soldier considered for non-judicial punishment under Article 15, UCMJ (other than Summarized Proceedings), has the right to consult with an attorney. If this right is freely and voluntarily waived, consultation is not mandatory.

(1) Soldiers should report to the III Corps and Fort Hood TDS Office Building 4617, Room 128 (corner of Santa Fe & 72nd Street). Commanders are responsible for ensuring that their Soldiers arrive at the appointed time with a legible copy of the Article 15 and all available evidence and supporting documentation. *

(2) Soldier undergoing Summarized Article 15 proceedings (DA Form 2627-1) do not have the right to consult with counsel.

b. Administrative Separations.

(1) Every Soldier processed for separation under Chapters 5, 9, 13, 14, 15 and 18 of AR 600-200, Active Duty Enlisted Administrative Separations, has the right to be counseled by a lawyer or trial defense counsel.

(2) Soldiers reporting for consultation should have the complete separation packet with them, including all supporting documentation. The notification of the initiation of separation needs to be signed and dated by the Commander. The medical and psychiatric reports also must be in the packet.

c. Suspect Rights Counseling.

(1) Before a member of the U.S. military questions a Soldier about a suspected UCMJ violation, that member must inform the Soldier of their rights under Article 31, UCMJ. This notification should be recorded using DD Form 3881, with the Soldier's signature.

(2) If the Soldier elects to remain silent, the command will stop questioning immediately. If the Soldier requests an attorney, the command should stop questioning and send the Soldier to TDS. The command may not re-initiate questioning until the Soldier has spoken with counsel. *

(3) Once the Soldier has a lawyer, do not question him. Any questions regarding the offense that you may want answered should be submitted to the command's trial counsel.

6. Use of indecent and offensive language.

a. Command Policy. Public use of indecent and offensive language by Soldiers and Civilians on Fort Hood is in bad taste and disrespectful to the community and its visitors. Private conversations remain the personal business of those involved, but conduct in public has a direct impact on the quality of life, good order and discipline, and the community.

b. Requirements

(1) Indecent Language is punishable under the UCMJ if it is grossly offensive to modesty, decency, or propriety, or shocks the moral sense because of its vulgar, filthy, or disgusting nature, or its tendency to incite lustful thought. Normally, on the spot correction is appropriate. Civilians may be punished for similar conduct or speech under Texas Law through the Magistrate Court system.

(2) Sexually harassing speech includes, among other things, sexually oriented cadences, sexually explicit profanity, sexual jokes, and sexual comments.

(3) These standards also apply to non-verbal "speech," such as t-shirts, hats, bumper stickers and gestures. Persons with bumper stickers that violate this policy may have their privilege to operate the vehicle on post suspended until the offensive sticker is removed.**

7. Collateral investigations of Soldiers fatalities.

a. Command Policy. Except for suspected homicides, all III Corps and Fort Hood units will conduct a collateral investigation into any Soldier fatality. This investigation is a remedial and preventative tool. Although adverse actions may be taken by a commander, if appropriate, the primary goal of the collateral death investigation is not to find fault or lay blame, but to improve the way commanders take care of their troops.

b. Requirements

(1) Details of the fatal incident should be determined by a line of duty, accident, and/or criminal investigation. The collateral death investigation (under the procedures of AR 15-6) will focus on the causes of the incident and the lessons learned to avoid future deaths. The collateral investigation will identify and assess any preventive measures the chain of command took or should have taken, including training sessions, safety briefings, equipment checks, and leader interventions.

(2) The commander exercising general court-martial convening authority (GCMCA) over the deceased service member's unit will appoint and approve the investigation. Within 48 hours of the death, the commander exercising special court-martial convening authority (SPCMCA) will identify the investigation officer and provide his/her name to their servicing SJA.

(3) The collateral investigation does not supplant the need for other required investigations (line of duty, accident, safety, or criminal). These investigations should occur simultaneously. Criminal investigations take precedence over collateral investigations and the collateral investigation must not interfere with any criminal investigation. **

The On-Call Judge Advocate Officer can be reached at 291-3431

K. Educational Programs

- Contacts and Location
 - Located in Bldg 33009
 - Education Services Officer, 287-7329
- Programs and Services
 - College Programs
 - Must register thru GoArmyEd web site
 - Tuition Assistance: Beginning FY 03, Army pays 100% of tuition & fees up to \$4,500 per year, not to exceed \$250 a semester hour
 - Lower Level: Central Texas College
 - Upper Level & Graduate: Tarleton State University; University of Mary Hardin-Baylor; St. Mary's University
 - GoArmyEd: <http://goarmyed.com>
 - Registration is online for all classes, This includes all modes of delivery: classroom, online, CD Rom, and eCourse
 - Deployed Soldiers may register using the information on our website: <http://esd.hood.army.mil>
 - Counseling for tuition assistance and goal setting
 - Leader Skills: 22 Management courses & 15 Computer Skills courses.
 - 16 hours long; many are worth 1 SH college credit and 1.5 promotion points.
 - BSEP
 - Used to raise GT scores for reenlistment
 - On-duty, 4 hours per day
 - Average enrollment for Soldiers raising GT over 20 points was 6 weeks.
 - Army Personnel Testing
 - Academic Testing: DANTES, CLEP, DSSTs, independent study, end-of-course, & certification
 - 2 Learning Centers; one with MOS Library
 - Leader Orientations
 - Battle Staff & 1SG Distance Learning Courses
 - Troop Schools Ref FH 350-7
 - 30 Courses of instruction

They also coordinate with your Brigade Schools NCOs for classes, alternates, and unit special courses

L. Casualty Assistance (Located in Building 126, phone: 287-7200)

Individuals in these categories will require in person notification and appointment of a Casualty Assistance Officer to the PNOK.

- DUSTWUN – Duty Status Whereabouts Unknown
- Deceased
- MIA – Missing in Action
- Captured (POW) – Captured by hostile force

Individuals in these categories will require telephonic notification to the PNOK by the Cdr of a medical facility. When this is not possible, DA assumes responsibility.

- VSI – Very Seriously Injured or Ill (Possible Death w/in 72 hours)
- SI – Seriously Injured or Ill (Critical but stable)
- SPECAT – Special Category (Stable special circumstances (I.e. loss of leg))
- NSI – Not Seriously Injured or Ill as a result of a Hostile Action (Reportable but individual returns to duty)
- NSI – Not Seriously Injured or Ill as a result of a Non-Hostile action subject to special interest
- Not reportable (sprained ankles, broken legs, etc)



TIP: Quote



“There’s no more effective way of creating bitter enemies of the Army by failing to do everything we can possibly do in a time of bereavement, nor is there a more effective way of making friends for the Army than by showing we are personally interested in every casualty that occurs.” George C. Marshall, 1944

Command Support Team

Command Support Team Requirements:

- Military Command Representative
- Family Readiness Group Leader / Representative

Command Support Team Duties:

- Confirm that Notification is complete prior to phoning or visiting NOK
- Offer Assistance / Support to assist with immediate needs (Child Care/Meal Prep/Phone Calls)
- Do not discuss benefits / entitlements / funerals

Benefits

- Active Duty
 - Casualty Assistance Officer appointed to assist the family
 - Death Gratuity Payment of \$100,000.00**
 - Burial Allowance – up to \$7700
 - Transportation of Remains to Funeral Site
 - Travel and Per Diem for Spouse and Children to Funeral Site
 - Service Member Group Life Insurance (SGLI) up to \$400,000.00

ITO Orders to and from funeral location for Spouse, Children, Parents of the deceased, and parents of the spouse

- Family Member Benefits All soldiers are entitled to some Casualty benefits they may not be aware of. If any Soldier has a family member (Enrolled in DEERs) that becomes a casualty then they need to come to or call the Casualty Assistance Center, Bldg 126, and receive assistance in filing for these benefits.

M. Personnel Actions

- Contacts and Location
 - Located in Bldg 1001, Rm W126
 - Contacts
 - G-1: 287-0356
 - SGM: 287-0209
 - Deputy G-1: 287-3357
 - OPMD: 287-0359
 - Plans & Ops: 288-2753
 - Personnel Actions/Ops: 285-6480
 - Enl Strength Mgmt: 287-2185
 - NCOIC, G1: 286-5793
 - Safety: 287-2074
 - FRG: 553-1983
- Mission
 - Provide dynamic human resource and administrative programs for III Corps and to enhance readiness and Soldier well-being.
- Services: All personnel actions and questions begin with your higher HQ's S1
 - Soldier Actions Branch
 - Exceptions to Policy (Stop Loss/Stop Move)
 - Operational Deletions, Deferments, and Stabilizations
 - Foreign Language Proficiency Pay (FLPP)/Special Duty Pay, MOS Orders, ASI Orders
 - OCS Selection Board/Direct OCS Selections
 - OCONUS Leave
 - Retention Past ETS
 - Separation Applications (Officer REFRADs & Unqualified Resignations)
 - Enlisted Strength Management Branch
 - Enlisted Personnel Distribution
 - CSM/SGM Assignments
 - Senior Enlisted Promotion Lists
 - Unit Strength Report (USR)
 - Identification of deploying UIC to HRC
 - Strength Analysis (G-3 Taskings)
 - Officer Management Branch
 - Officer/Warrant Officer Distribution
 - Field Grade Command Program
 - Colonel Assignments
 - Promotions and Selection Board Program
 - General Officer Administrative Support

- Field Grade Slating
 - Inter-Division Officer Assignments
- Field Operations Branch
 - Interpret personnel policies for the command
 - Staff assistance visits at PSB's, MSC's, Brigades and Battalions as requested
 - S-1 Certification course
 - Corps Assistance Visits
 - Personnel annex for deployments and exercises
 - Personnel Warrant Officer Development
- Personnel Plan and Operations Branch
 - Personnel Annexes (planning)
 - Casualty Estimates
 - Modularity (Personnel Representative)
 - Personnel Contingency/Exercise Training
 - Casualty Tracking
- FRG Coordinators
 - Coordinate Garrison-sponsored FRG Training and Briefings for Cdr's, Rear Det, FRG Leaders, Soldiers & family members; ACS liaison
 - FRG Certification Course
 - Volunteer Management
 - Pre-Deployment Briefings
 - Life Skills Training
 - Participate in installation mobilization exercises when family assistance is required
- Operational Oversight
 - Casualty Operations
 - Mortuary Affairs
 - Physical Evaluation Boards
 - Strength Accounting Separations
 - PERSTEMPO (PSB)
 - Lifelong Learning
 - Personnel Portion of the USR
 - Strength Accounting
 - Retirements & Separations
 - Personnel Automated Systems
 - Safety
 - Promotions
 - EO
 - Personnel Automated Systems Development
 - Declassification
 - Policy Development (Awards, Uniform, Postal Ops, PPG, Personnel Contingency Plans/Exercises, Sergeant Audie Murphy, Gen Douglas McArthur Award)
- Useful Information
 - Defense Integrated Military Human Resources System (DIMHRS)
 - DIMHRS Program Web site: www.armydimhrs.army.mil
 - DIMHRS AKO page <https://www.us.army.mil/suite/page/308853>
 - Personnel Service Delivery Redesign (PSDR)
 - PSDR information: www.hrc.army.mil/Site/active/tagd/cdid/psdr/

N. **Retention.** The Army Retention Program requires constant involvement at all levels of command. What we do as leaders has a direct impact on a Soldier's decision to remain a part of the Army. All commanders must put retention at the top of their priority list and strive to achieve each quarter's retention objectives.

- Location: III Corps Headquarters Building
- Phone: 287-0136
- Company commanders and unit reenlistment NCOs will conduct all required interviews IAW AR 601-280
- Goals of Army Retention
 - Reenlist, on a long term basis, sufficient numbers of highly qualified Active Army Soldiers
 - Achieve and maintain Army Force Alignment through retention, transfer, or enlistment of highly qualified Soldiers in critical skills and locations
 - Enlist, transfer, and assign sufficient numbers of highly qualified Soldiers who are separating from the Active Army into Reserve Component Units, consistent within geographic constraints
- Duties:
 - Commander
 - Is the Retention Officer
 - Implements and aggressively supports the Army's (Commander's) program
 - Assigns "Fair –share" objectives
 - Establishes awards and incentive programs
 - Monitors program through:
 - Statistics
 - Counseling
 - Training
 - Staffing / Utilization
 - Company Re-enlistment NCO
 - Advise Commander and 1SG
 - Provides statistics to commander
 - Maintains re-enlistment data cards (DA Form 4591-R)
 - Coordinates retention ceremonies
 - Assists with preparation of Bar to Reenlistment
 - Contacts and counsels Soldiers
 - Prepares re-enlistment / extension request
 - Coordinates referrals of transitioning Soldiers with RC career counselor
 - Coordinates with career counselor of bonuses or leave payment through finance
 - Maintains unit retention bulletin board



TIP: Successful Retention Program



The Success of the Army Retention Program depends on effective leadership, Vigorous command involvement, and aggressive retention programs at all organizational levels. This success is a direct indicator of the quality of leadership exhibited by the unit's officers and noncommissioned officers.

O. Army Career and Alumni Program (ACAP)

- Contacts and Location
 - Phone 288-ACAP or 288-JOBS www.acap.army.mil
 - Hours: Mon-Thurs 0800 – 1700, Fri 0800-1130 1330-1700
 - Copeland Soldier Service Center, Bldg 18010, 3rd Floor
- ACAP is a DoD Program based in Public Law (Title10 U.S.C. §1142-1144) that provides briefings on benefits and transition planning, and job assistance training and services. Services include
 - Transition Assistance Program Workshop (3 days), Tues-Thurs every week.
 - Counselor services: transition planning, career exploration, assistance with resumes, cover letters, job search, networking, interviewing, evaluation of job offers, more.
 - Special Seminars: government resume, starting a business, contracting, Troops to Teachers, employer visits, more.
 - Computer lab with specialized software and templates, resource library, job boards, employer visits, semi-annual job fairs.
- Eligibility:
 - Separating and Retiring SM, all ranks, RIF'd DAC, and their family members
 - Family Members of deceased military and DoD Civilians who died ILOD
 - Separation for any reason – including Chapters and Medical Separations
 - Demobilized Reserve Component over 180 consecutive days on Active Duty
- When to Start ACAP and term of eligibility:
 - Separating: may begin 1 year before – 6 months after
 - Retiring: may begin 2 years before Retirement – Space A for life
 - Medical separation/MEB/PEB/WTU : begin immediately--6 months after
 - Family of SM who died on Active Duty -- Space A for life
 - Family of DAC who died ILOD -- 1 year from date of death
- Requirements
 - Begin not later than 180 days prior to separation/retirement
 - Preseparation Briefing (more than 90 days before separation)
 - Briefings Daily 0900 and 1030 at ACAP Center
 - Sign up at <https://www.acapexpress.army.mil> or
 - Visit or call 288-ACAP or 288-JOBS to sign up for briefing
 - DD 2648 is required to separate and clear Fort Hood and Army
 - Timeliness/attendance reported to DA monthly
 - Brigade CDR/CSMs receive stats each month from ACAP
 - AKO Password needed for Active Duty members
 - Attend Transition Orientation Briefing (VA Benefits Briefing)
 - 1st and 3rd Tuesdays, Parmer Theater, 0930-1600
 - Sign up at <https://www.acapexpress.army.mil> preferred or walk in
 - Attendance recorded and reported to DA monthly
 - Other Services such as TAP Workshop, working with counselor, resume writing, etc., scheduled in between major mission requirements
 - Soldiers needs vary; some need more time to prepare for transition
- STOP LOSS Pre-separation Briefing (ACAP)
 - Required prior to deployment (MILPER MSG 06-232 (para13b)

- Fill out Pre-separation Counseling Checklist (DD 2648)
 - No need to repeat briefing upon redeployment
 - Unit briefings available for large groups
- Other services available upon redeployment
 - Work with Counselor by email from deployed location, if desired.
 - Entitles Family Members to use ACAP during deployment of SM
- Warriors in Transition (Medical Separation/Medical Retirement)
 - All MEB/PEB Soldiers UP MILPER MSG 08-131 immediately upon assignment to WTU
 - ACAP Pre-separation Briefing and complete DD Form 2648
 - VA Benefits Briefing (1st and 3rd Tues, Palmer Theater)
 - Disabilities Transition Assistance Program (DTAP) Briefing 2nd & 4th Mondays, 0900, Room B110, Copeland Center
 - TAP Workshop, 0900, Tues-Thurs, B110, Copeland Center
 - ACAP counseling and assistance services

FH Command Policy AG-01, Army Career and Alumni Program (ACAP) Participation

Notes Page