

Deployment Readiness



Deployment Readiness Quick Reference Guide

Personnel: IN and OUT Processing: 618-8538

DEERS Enrollment: 287-5670/2518

Reassignments: CHIEF, IRPB: 287-7378; ASST. CHIEF: 287-3975;
IPRB: 287-9111; Customer Service Desk: 287-2910

Transition: 287-7695; 287-0139; 287-3382

AWOL and DFR Procedures: 288-9449

MMRB: 287-1931

MEB/PEB: 288-8355/8357

- AR 600-60 (Physical Performance Evaluation System)
- AR 40-501 (Standards of Medical Fitness)
- AR 40-400 (Patient Administration)
- AR 635-40 (Physical Evaluation for Retention, Retirement, or Separation)
- AR 40-66 (Medical Record Administration and Health Care Documentation)
- U.S. Army Physical Disability Agency Policy Memos
www.hrc.army.mil/site/active/TAGD/Pda/pdapage.htm
- Title 10 U.S.C., Chapter 61
- Department of Defense Directive 1332.18
- DOD Instruction 1332.38
- DOD Instruction 1332.39
- Veterans Administration Schedule for Rating Disabilities (VASRD)
- AR 600-8-4 Line of Duty Policy Procedures and Investigations

Warrior Transition Unit (WTU): 287-5767

DOL OVERVIEW (DEPLOYMENT): 287-3312

Command Supply Discipline Program (CSDP): 287-3340

- AR 710-2
- AR 735-5

SRPs: AR 600-8-101

OPSEC: AR 530-1

Property Accountability: AR 735-5

Deployment Readiness—*Warrior Ethos.*

Opening. We must never forget that it is the Soldier—well-trained and well-equipped—fierce, disciplined, mentally and physically tough, intelligent, flexible, adaptive, and compassionate—who ultimately represents and enables the capabilities which our Army provides to our Nation. Adaptive, confident, and competent Soldiers,

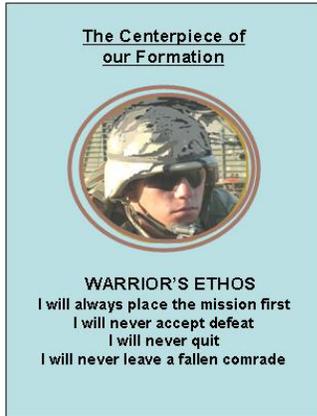
DEPLOYMENT READINESS
• Maintain a Deployable Mindset
• Ensure Individual Deployability <ul style="list-style-type: none">• Health, Dental & Immunizations
• Ensure Families are Prepared <ul style="list-style-type: none">• Develop & Support effective Family• Readiness Groups and Rear Detachments
• Focus on Material Readiness <ul style="list-style-type: none">• Maintenance & Property• Accountability

imbued with the Army's values and warrior ethos, fight wars and win the peace. The Soldier is the vital ingredient in enhancing the effectiveness of the current force, and to realizing future capabilities.

 **TIP: III Corps Commanding General Quote** 

“The only thing we can't do when we're deployed is spend time with our Family”

Our training objective is to have Soldiers who are confident with their weapons, ready to take the fight to the enemy, and can immediately contribute to their unit's success. We must prepare all our Soldiers, regardless of Component or specialty, for the stark realities of war. No Soldier can survive on the current battlefield without constant training in individual and crew-served weapons and a continuous immersion in the Army's Warrior Ethos. We must reinforce the Warrior Ethos in our training so that it becomes a way of life. Individual training must develop Soldiers at the right time, in the right place, and with all the right competencies to rapidly adapt to changing environments and contribute to actionable intelligence that allows us to get inside the enemy's decision cycle.



We must synchronize the modular transformation of units to enable commanders to train as they will fight. While our Army is having success in delivering critical capability to deploying units earlier, we are still burdening our commanders with manning and equipping shortfalls during the time they should be focused on training for combat. I will maximize the effort to ensure you have the requisite equipment prior to undertaking any mission. Commanders must emphasize and enforce property accountability standards and procedures throughout their organizations.

Reset activities remain one of our top priorities/responsibilities. Rear detachments must coordinate proposed equipment and sustainment reset actions with their deployed organizations and develops a maintenance reset plan ICW III Corps G4. The Fort Hood MSE G-4 will assist units by pulling PBUSE data and identifying sustainment level, field level, and unit level reset candidates. Units will ensure Maintenance Reset Plans are in place and synchronized with the deployed commander NLT 120 days prior to redeployment.

Commanders will ensure timely and complete maintenance services for both air and ground equipment. Maintaining equipment in accordance with Army regulations both provides our Soldiers the equipment they need for training, and ensures their organizations are logistically prepared for deployment operations.

A. Pre and Post deployment information.

Many of the tasks in pre-deployment preparation are similar to those in post-deployment activities. This is due to the fact that as a unit recovers from a deployment it is also preparing itself for a future deployment.

Unit RESET is the process by which a unit plans and executes those critical tasks needed to restore a unit to combat readiness after redeployment. As frustrating

as it may seem at times, the commander and his staff must determine at what point RESET is complete and preparation for combat begins. Some commanders may view RESET as the process by which the unit gets its equipment fixed and returned and replacements on the ground to start training again. RESET is complete and now training begins. Others view the entire process from the day they are back in garrison to the day they are leaving garrison for the next deployment. Regardless of which viewpoint prevails, the commander must define the process as it applies to his situation and determine the tasks to be completed.

- **Keys to Success**

- The number one key to success is clear, concise communication. Clear and concise communication, predominantly face to face, is required to accomplish unit RESET. Personnel should consider email as a way to pass data and progress reports, but they should conduct all other unit RESET business in regular coordination meetings. If one person does not understand his role or tasks at a point in the process, then errors or misunderstandings may have a ripple effect throughout the entire process.
- Personnel management
 - It will be difficult to know when replacements will be arriving for a projected loss. Create a matrix by name, military occupational specialty, and month of loss to track projected personnel changes. Use this document in conjunction with the other areas to determine gaps and shortfalls.
- Equipping
 - The equipping process for deployment begins at a unit's home station, may continue in theater and may continue right up to the next deployment. Much like the personnel management matrix, it will be important to create a matrix, tracking each line item number. Use this matrix in conjunction with the automatic return items process; command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) process; new equipment fielding; lateral transfers; personnel matrix; and training matrix to synchronize all efforts.
- Training
 - Once a unit has a solid grasp of personnel and equipping projections and expected actions, the training plan can quickly come together. The biggest headache for the commander will be managing the new equipment fielding and training in conjunction with individual and collective training. As part of that plan, successful units have identified those Soldiers who need to attend schools and key individual and collective tasks in advance. They use this plan to coordinate training for deployment and REST before ever leaving home station or theater.
- Family
 - While a commander may not control all the factors of personnel, equipping, and training in pre-deployment and RESET preparations, they do have direct control over how much time a Soldier spends with Family, as well as the ability to offer the best support possible for Family members. The key is to listen to the Families. While you may have to make hard, unpopular decisions, it is important to remember

that every Family is in a different situation or at a different maturity level emotionally and spiritually. Consistent, caring, and steady leadership is the key to success

CALL Handbook 08-33: Unit Reset Handbook / Unit training guidance

B. Personnel: IN and OUT Processing

- Contacts and Location
 - Located in Bldg 18010, Rm A311
 - Contact: 618-8538
- In Processing
 - PVT – SPC will conduct Day 1-3
 - SGT and above must call 287-7990 for an appointment
 - Must be completed in 4 days IAW FH Reg 612-3
 - Big Four Requirements: Finance, Medical/Tricare, Dental, and Personnel
- Out Processing
 - Responsibilities
 - Unit S1s must identify PCS/ETS/Chapters/Retirements and brief Soldiers to attend the Central Clearance briefing
 - Soldiers must attend briefing not earlier than 14-working days prior to departing Fort Hood
 - Soldiers must bring PCS/separation/retirement orders or Unit Commander's memo authorizing clearance without orders
 - Soldiers must bring approved DA Form 31 (Leave)
 - Issue DA Form 137-1 Jun 03 version
 - Issues
 - Not in uniform IAW FH Reg 612-3
 - Not attending the clearance briefing/Online Briefing
 - No leave form approved prior to attending clearance briefing
 - Wants to clear without orders or memo
 - Required escort not present, starting with clearance briefing
 - Missing CDRs signature on DA Form 137-1 (Unit Clearance Form)
- DEERS Enrollment
 - Two forms of ID are required
 - Family Members, Civil Service, Contractors Are Serviced At The Copeland Soldier Service Center
 - POC 287-5670/2518

C. Reassignments

- Contacts and Location
 - Located in Bldg 18010,
 - Hours
 - Monday-Thursday 0800-1600/Friday 0800-1500 Hrs
 - Brief times are: Monday-Thursday 1000-1530/Fridays 1300-1430 Hrs
 - Contacts
 - CHIEF, IRPB: 287-7378

- ASST. CHIEF: 287-3975
 - Supervisor, IPRB: 287-9111
 - Customer Service Desk: 287-2910 (Schedule appointments and make inquiries)
- Services
 - Process weekly Cap Cycle/RFOs
 - Distribute weekly Cap Cycle
 - Determine Soldiers eligibility for world-wide assignments
 - E-Mail notification for Levy Brief
 - Process special assignments (Drill SGT/Recruiter)
 - Process DLOS on E-MILPO
 - Conduct daily briefings
 - Publish and distribute PCS/TDY orders
 - Submit deletion/deferment actions
 - Process early arrival requests
 - Process family travel requests
 - Process EFMP request
 - Process Port Call's
 - Process passport/visa requests (official only)
 - Process compassionate reassignment request
 - Process hardship discharge request

D. Transition

- Contacts and Location
 - Located in Bldg 18010, Rm B309
 - Hours
 - Customer Service: Monday thru Friday, 0800-1130 and 1300-1600
 - Separation Briefings (DD214),ETS/Chapter/Med Sep: Monday- Friday, 0730 and 1230
 - Chief - (287-7695)
 - HR Supervisor – 287-0139
 - HR Supervisor – 287-3382
- ETS Support
- Chapters Support
- Medical Separation / Retirement Support
- Enlisted Retirements Support
- Officer REFRADS / Unqualified Resignations
 - 287-7002 for information and/or to schedule an appointment
- Officer Retirements
 - 287-9664 for information and/or to schedule an appointment
- Issues
 - 10 day time limit to process chapters
 - No Show at Transition Point
 - Separate in Absentia
 - Digital signature on DD214
 - Missing documents

E. AWOL and DFR Procedures

- Contacts and Location

- Location: Bldg 18010, Rm B206
- Phone: 288-9449
- References:
 - AR 630-10 dated 13 January 2006, AWOL, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings
 - AR 190-9 dated 18 January 2007, Absentee Deserter Apprehension Program and Surrender of Military Personnel to Civilian Law Enforcement Authorities
 - AR 600-8-6 dated 24 September 1998, Personnel Accounting and Strength Reporting
- AWOL
 - Day 1
 - CDR notifies S-1 of AWOL status of Soldier
 - S-1 prepares DA Form 4187 PDY to AWOL
 - S-1 submits eMILPO DYST change from PDY to AWOL
 - Cdr notifies PMO and provides them with:
 - DA Form 4187 (PDY to AWOL)
 - Soldier's Ft Hood Leader Data Card (FH Form 2532)
 - PMO will place official stamp on DA Form 4187
 - PMO will initiate an MP report and blotter entry
 - Unit provides Military Personnel Center (Bldg 130) or Brigade S-1 for PSDR organized units and servicing finance office with a copy of the stamped DA Form 4187
 - Cdr initiates an inquiry with results to be recorded on DA Form 4187
 - Day 2
 - CDR record results of inquiry
 - Unit supply inventories and secures all personal and government property. Retain copy of inventory in unit files.
 - S-1 prepares flag for Commander's signature
 - S-1 distributes flag to Military Personnel Center (Bldg 130) or Brigade S-1 for PSDR organized units and Retention submits eMILPO flag transaction.
 - S-1 ensures AWOL soldiers are deleted from assignment instructions
 - Day 10
 - Unit Commander mails initial letter to next of kin informing them of Soldier's AWOL
 - Day 25
 - Appoint an NCO in writing to outprocess the soldier from the installation. Coordinate with Central Clearance for issuance of DA Form 137
 - Day 31
 - S-1 prepare DA Form 4187 DYST change AWOL to DFR
 - S-1 submit eMILPO DFR transaction
 - S-2 revoke security clearance
 - S-1/Legal prepare DD Form 458 (Charge Sheet)
 - Cdr completes DD Form 553 (Deserter/Absentee wanted by the Armed Forces)
 - Provide servicing Finance Center with a copy of the DA Form 4187 changing duty status to DFR
 - Submit the following to PMO for review:
 - DA Form 4187 AWOL to DFR
 - DD Form 458 (Charge Sheet)

- DD Form 553 (Deserter/Absentee Wanted by the Armed Forces)
 - DA Form 4187 (Cdr's Report of Inquiry/Unauthorized Absence)
 - PMO will review and stamp all documents.
 - PMO stamp is proof/evidence that law enforcement is involved in the case
 - Commander notifies NOK by letter of Soldier's DFR status.
- 48 hours after DFR
 - Assemble the following documents and turn into Military Personnel Center (Bldg 130) or Brigade S-1 for PSDR organized units :
 - DD Form 458 (Charge Sheet)
 - DD Form 4187 (Cdr's Report of Inquiry/Unauthorized Absence)
 - DA Forms 4187 (PDY to AWOL) and (AWOL to DFR)
 - DD Form 553 (Deserter/Absentee Wanted by the Armed Forces)
 - DA Form 137 (Installation Clearance Record)
 - DA Form 268 (Flag)
 - Assemble the following documents and turn into Military Personnel Center (Bldg 130) or Brigade S-1 for PSDR organized units:
 - Medical/Dental Records obtained while out-processing
 - Next of kin letters
 - Inventories of clothing and military/personal property
 - S2 memo revoking security clearance
 - IAW AR 630-10 the Unit Commander is responsible for faxing the following documents to US Army Deserter Information Point (USADIP). Fax (502) 626-3730.
 - DA Forms 4187 (AWOL and DFR)
 - DD Form 458 (Charge Sheet)
 - DD Form 553 (Deserter/Absentee Wanted by the Armed Forces)
- Returnee from AWOL
 - Effective 1 September 2001 the DA directed that all deserters apprehended or voluntarily surrendering will be returned to their parent unit
 - There is a requirement to track the status and disposition of all deserters returned to military control to gauge the effectiveness of the program
 - Commander's actions
 - Immediately notify the PMO of Return to Military Control. Notification to PMO accomplishes the following:
 - Removes warrant for arrest
 - Generates the return of MPRJ, Medical, Dental and original DFR packet to PSB or Bde S-1 for units organized under Personnel Service Deliver Redesign (PSDR).
 - Prepare DA Form 4187 changing status from DFR to RMC/CCA/PDY, as applicable. Ensure PMO gets copy of DA Form 4187.
 - Required Actions
 - Submit Return from DFR transaction in eMILPO.
 - Prepare DA Form 2446 (RFO) requesting Format 426 (Individual Returned to Military Control After Being DFR). Include all DA Forms 4187 from time soldier was apprehended/surrendered to PDY.

- Forward RFO to USAG Director of Human Resources, Copeland Soldier Service Center, Room B206.
- Escort Former Deserter to Installation Military Personnel Center Bldg 130 or Brigade S-1 for PSDR organized units to accomplish the following actions:
 - Issuance of an ID Card
 - Preparation of DD Form 93 and SGLV
 - Preparation of DA Form 1506
 - Provide all supporting DA Form 4187s for adjustment of ETS, BASD, BESD, PEBD and DOR
 - Finance must input adjusted BASD/PEBD
 - Brigade Retention must input adjusted ETS
- Provide all supporting DA Forms 4187 and Order Format 426 to servicing Finance Center to start pay and allowances
- Escorts
 - Escort requirements and training coordinated with PMO. Soldiers not considered a flight risk are returned without escort
- Uniforms
 - Request uniforms from Clothing Sales on DA Form 3078. Process DA Form 3078 through Finance for collection. Clothing Sales will not issue uniforms until finance gives written verification that soldier is active in pay system.
- Issuance of TA-50 is a Commander's decision
- FLIGHT RISK
 - Consult with SJA for advice on pretrial confinement
- POSSIBLE DISPOSITION
 - Retrain and keep the Soldier in your unit
 - Chapter 14 Discharge for Misconduct
 - Chapter 10 discharge in lieu of Court-martial
 - Court-martial

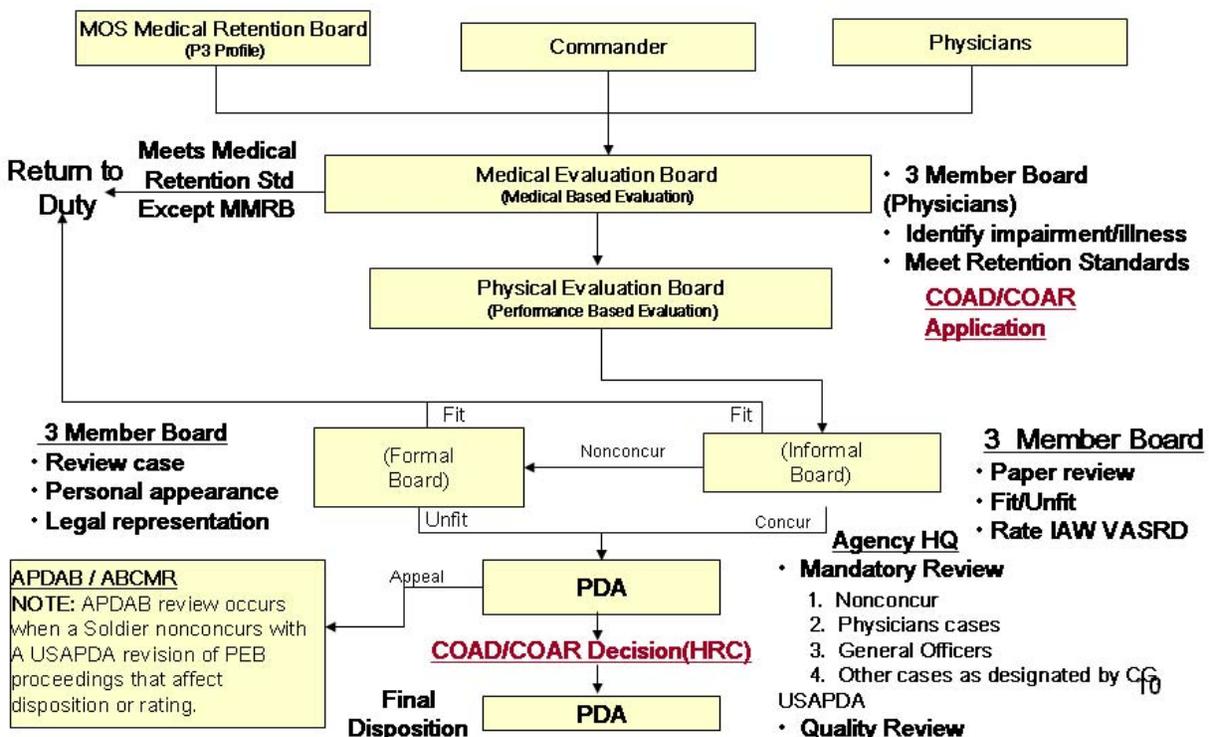
F. MMRB (MOS/Medical Retention Board) / MEB (Medical Evaluation Board) / PEB (Physical Evaluation Board)

- Contacts and Location
 - MMRB: 287-1931
 - MEB/PEB: Medical Boards Section 288-8355/8357
- References:
 - AR 600-60 (Physical Performance Evaluation System)
 - AR 40-501 (Standards of Medical Fitness)
 - AR 40-400 (Patient Administration)
 - AR 635-40 (Physical Evaluation for Retention, Retirement, or Separation)
 - AR 40-66 (Medical Record Administration and Health Care Documentation)
 - U.S. Army Physical Disability Agency Policy Memos
www.hrc.army.mil/site/active/TAGD/Pda/pdapage.htm
 - Title 10 U.S.C., Chapter 61
 - Department of Defense Directive 1332.18
 - DOD Instruction 1332.38
 - DOD Instruction 1332.39
 - Veterans Administration Schedule for Rating Disabilities (VASRD)
 - AR 600-8-4 Line of Duty Policy Procedures and Investigations

- DA Form 3349 (Physical Profile)
 - Permanent “3” or “4” profile refer to MMRB or MEB
 - Soldier meets retention standard = PPES/MMRB
 - Soldier does not meet retention standard = PDES/MEB
 - Block 4c of DA3349 indicates which one
 - MEB referral takes precedence over chapter proceedings
 - Mandatory for all Soldiers/Officers, except:
 - General Officers – Are not required to be referred to a MMRB. May be referred at the discretion of the convening authority
 - Soldiers with retirement orders or ETS and long-standing medical condition might meet retention standard (para 3-3d)
 - Retention Standard = AR 40-501, chapter 3
 - Commander’s Actions:
 - Review profile, evaluate appropriateness - can Soldier perform mission (PMOS or duty assignment)
 - If needed, discuss with Physician
 - Provide the S-1/Human Resources profile data for USR purposes.
 - Report Soldier unavailable for deployment/PCS on USR until cleared through MMRB/MEB.
- MMRB
 - Documents
 - DA Form 3349 not older than 1 yr
 - Acknowledgement of Notification (signed)
 - Co CDR Eval (endorsed by Bn/Bde)
 - DA FM 2A/2-1 or ERB
 - DA FM 705 (APFT card)
 - DA FM 5500R (Body Fat worksheet)
 - HRECs
 - DOCUMENTS MAY CHANGE
 - Commander’s actions
 - Written evaluation of Soldier’s physical capability
 - Includes impact the permanent profile restrictions have on Soldier (see example at HRC site)
 - Coordinate with IMA to schedule Soldier for MMRB
 - Ensure Soldier signs MMRB notification letter
 - Ensure soldier attends MMRB!
 - Include all documents requested for MMRB packet
 - Receive MMRB results and take appropriate action
- MEB
 - Documents
 - Commander’s Evaluation of Soldier’s performance
 - NCOER /OER (last three)
 - Developmental Counseling (last three)
 - Adverse Action Statement(signed by S-1)
 - ERB/ORB
 - End of the month LES
 - Finalized LOD (for injuries pertaining to MEB diagnosis)
 - APFT (or statement why not available)
 - ACAP (DD Form 2648)
 - List may change, depends on Soldier’s status
 - Commander’s actions

- Prepare a Commander's statement that includes:
 - Description of Soldier's current duty performance (uniform, hours of work, etc.)
 - Special limitations of duty
 - Ability to adequately perform duties (PMOS)
 - Discuss current duty assignment, anticipated future assignments, branch, age, and career specialties
- Complete LODI - DA Form 2173
- Ensure Soldier keeps all MEB appointments
- PEB
 - Documents
 - All documents submitted during completion of the MEB proceedings:
 - includes Soldier's MEB appeal
 - Includes MMRB documents, if any
 - Administrative/Command Documents
 - Any additional documents the Soldier wants to submit pertinent to their case
 - Soldier's medical record
 - Commander's actions
 - Ensure Soldier keeps Command updated of PEB status
 - Assist Soldier as needed in obtaining legal assistance (III Corps Legal Team is available)
 - Provide TDY orders for travel to formal PEB hearing
 - Assist with obtaining retirement orders or separation orders
 - Process Soldier promptly IAW PEB decision

The Disability Evaluation System



- Delays/Holdups
 - Physician leaves (TDY, deploy, etc)
 - Command is unaware of process
 - Soldier does not inform Command of condition
 - Cannot initiate MEB without permanent profile (P3/P4)
 - LOD investigations are not completed
 - Soldier misses appointment due to own negligence or lack of Command support
 - Soldier wants second opinion
 - Soldier appeals (legal right)
 - Additional medical conditions are discovered after referral to MEB

G. Warrior Transition Unit (WTU).

“I am a Warrior In Transition. My job is to heal as I transition back to duty or continue serving the nation as a veteran in my community. This is not a status, but a mission. I will succeed in this mission because I am a warrior and I am Army Strong.”

- Contacts and Location
 - Location: Bldg 3571
 - Contacts: 287-5767
- Mission: Provide C2 for each Warrior who has suffered injury or illness while serving as a member of the U.S. Army. Ensures that each Warrior receives the appropriate medical care and administrative processing needed and required in order to return to duty, return to their units or community, and most importantly, return to their families in a timely manner with dignity and respect.
- Army Wounded Soldier and Family Hotline: 1-800-984-8523 wsfsupport@conus.army.mil
- Wounded Warrior Entitlements Handbook: www.crdamc.amedd.army.mil/wtb/files/WWEHandbook_Web_062607.pdf
- Warrior Transition resources on AKO: www.us.army.mil/suite/page/328110

H. DOL Overview (Deployment)

- Contacts:
 - DOL Operations Center 287-3312
- Functions
 - Maintenance Management
 - Aviation
 - Automotive
 - Combat
 - Electronics and Communications
 - Construction
 - Armament
- Transportation
 - Passenger
 - Personal Property
 - TMP
 - Central Receiving and Shipping
- Supply Management

- IPBO
- CIF
- Laundry
- Stock Control
- Troop Issue Subsistence Activity (TISA)
- ASP
- Storage
- Contracts
 - Maintenance
 - Supply
 - Transportation
 - Deployment Operations
- Deployment Operations
 - Actions for Success:
 - Update & Current AUDEL– Reflect All Unit Equipment
 - Unit Movement Officer (UMO) Stability
 - Deployment Equipment List (DEL) Accuracy & Detail
 - Hazmat Reporting & Documentation
 - Accurate Passenger Manifests
 - Accurate Deployment Plan With Pre-positioned Documentation
 - Deployment Planning and Execution
 - Provides TCACCIS support
 - Verify Deployment Equipment List (DEL) accuracy
 - Maintenance of Automated Unit Equipment List (AUDEL)
 - Deployment plans validation
 - HAZMAT Shipment & Documentation validation
 - Provides Deployment Planning & Execution Training & Briefings
 - Works one-on-one with UMO/UMNCOs & HAZMAT Certifiers
 - Provides Deployment CD w/regulations, documentation, briefings
 - Port Support Activity
 - Maintenance, Aviation and Supply Support
 - Secure sensitive cargo
 - Refuel/Defuel equipment
 - Support convoy drivers and supercargos
 - Coordinate enroute support
 - Rail Operations Center
 - Provides Blocking, Bracing, Packing, Crating, and Tiedown (BBPCT) materials issue and Rail Tie-down Training
 - Inspects equipment preparation & readiness
 - Controls staging
 - Oversees loading and tie down
 - Processes documentation/HAZMAT
 - Provides rail switching service
 - Is Liaison between commercial rail carrier and unit
 - Convoys
 - Identify convoy routes and obtain state approval from Fort Hood to SPOE
 - Establish sequence and control, track and report movement
 - Coordinate enroute support
 - Containers
 - Arrival/Departure Airfield Control Group (A/DACG)
 - Establish Call Forward And Loading Schedules

- Inspect Equipment Preparation And Documentation
- Liaison Between TALCE And Unit
- Notify Unit Of Airflow Changes
- Opcon Of Unit Load Teams
 - Build Pallets
 - Load Baggage

I. Command Supply Discipline Program (CSDP)

- Contacts and Location
 - Location: Bldg 1001, III Corps G4
 - Contact: 287-3340
- Purpose
 - Establish supply discipline as regulatory guidance
 - Standardize supply discipline requirements
 - Provide responsible personnel with a single listing of supply policy requirements
 - Make the U.S. Army more efficient with respect to time spent monitoring subordinates' actions
 - Eliminate repeat findings of noncompliance with policy
 - Serve as a checklist for internal management controls
- Commander's responsibilities at company level will:
 - Establish procedures to ensure supply discipline is maintained
 - Ensure areas listed in AR 710-2, Table B-1 are properly maintained
 - Ensure Unit Supply follows supply policies in AR 710-2 and AR 735-5
- Frequency of evaluation
 - Divisional units: quarterly by BN
 - Non-divisional units: semi-annually by BN

J. Battle Tracking

Battle tracking is difficult to define. What a unit needs to track is even more difficult to define. A unit must track those things that can affect its day-to-day and long-term operations. The commander must be able to gain a clear and accurate picture of what is happening to his unit and in his area of responsibility.

This section provides commanders with a recommended list of the tracking requirements that can be used to track unit readiness. This list was compiled from many sources. It is not intended as a doctrinal list, but rather as a guide for the commander to use in preparation for operations. Each commander should tailor this list to his specific mission, enemy, terrain and weather, troops and support available, time available, and civil considerations.

- Personnel status.
- Equipment readiness reports.
- Supply status reports.
- Intelligence summary reports.
- Commander's daily situation report.
- Receive fragmentary orders from higher.
- Receive and send "Green 2s"(weapon accountability report).

K. SRPs/Dental and Medical Readiness

Preparation for deployments has to begin now. The unit needs to be prepared at all times for deployment (i.e., ID tags, name tags, and so on in the SRP packet and ready for use upon orders). This includes the reassignment of Soldiers under profiles that limit their duty/deployability (i.e., fit for duty but unable to wear Kevlar). Soldier Readiness Checks must be coordinated through installation for deploying personnel in accordance with AR 600-8-101. Normally done in an assembly-line manner, checks include personnel records, finance, legal, medical, dental, and security. SRP checks include, but are not limited to:

- ID card and tags (2) (medical warning tags if applicable).
- Shot record PHS 731 and immunizations up to date.
- Glasses and mask inserts (2).
- DNA samples taken if required.
- Prescription renewal as required.
- Dental examination records and panoramic X-ray.
- Emergency data card (DD Form 93).
- Service members group life insurance (SGLI).
- Finance.
 - Surepay check to bank.
 - Allotments.
- Disposition of privately owned vehicle (POV), location of POV, keys, power of attorney, insurance, and storage.
- Personal property storage with completed DD Form 1701, Inventory of Household Goods; DD Form 1797, Personal Property Counseling Check list; and DD Form 1299, Application for Shipment and Storage of Household Goods.
- Mail forwarding instructions DA Form 3955.
- Legal assistance to complete will and power of attorney.

An excellent system to employ to keep your unit's SRP readiness at 100 percent is making SRP updates a quarterly affair while also using them as part of new Soldiers' inprocessing requirements. All of this information should be maintained at the battery/company/troop and summarily forwarded to your S-1 for redundancy.

If a Soldier is found deficient in any area during the SRP, the issue should be able to be resolved before departing the SRP site. However, in the event more extensive work is needed, such as medical or dental, the commander must insure that the Soldier does not miss the scheduled appointment.

The medical and dental health of all Soldiers is being provided to commanders in two ways. First, medical and dental screenings are conducted to all in-processing Soldiers and the results are forwarded, along with the records to the Soldiers servicing clinic. Second, all Soldiers are given a dental exam at least once every year during the SRP process.

L. Security / Clearances / INFOSEC/ OPSEC

OPSEC as defined in AR 530-1, is a process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to:

- Identify those actions that can be observed by adversary intelligence systems.

- Determine indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries.
- Select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

Operations security protects critical information from adversary observation and collection in ways that traditional security programs cannot. While these programs such as information security protect classified information, they cannot prevent all indicators of critical information, especially unclassified indicators, from being revealed.

In concise terms, the OPSEC process identifies the critical information of military plans, operations, and supporting activities and the indicators that can reveal it, and then develops measures to eliminate, reduce, or conceal those indicators.

Commander's OPSEC responsibilities:

- Commanders at all levels are responsible for issuing orders, directives, and policies to protect their command's critical and sensitive information in order to clearly define the specific OPSEC measures that their personnel should practice.
- Personnel who fail to comply with orders, directives, or policies to protect critical and sensitive information may be punished under violations of a lawful order under UCMJ, Art. 92 or under other disciplinary, administrative, or other actions as applicable.
- Personnel not subject to the UCMJ who fail to protect critical and sensitive information from unauthorized disclosure may be subject to administrative, disciplinary, contractual, or criminal action.
- Commanders will ensure that their OPSEC program or OPSEC measures are coordinated and synchronized with the higher command's security programs such as information security (INFOSEC), information assurance (IA), physical security, force protection, and so forth.
- Commanders will ensure all official information released to the public, to include the World Wide Web, receives an OPSEC review prior to dissemination.

Security Clearances should only be granted to those personnel assigned to a position that requires access to classified material. In today's technologically advanced Army, this may include a majority of a unit. A request for a security clearance can be initiated by a commander through his higher HQ's Security Manager/S2.

M. Inspections (PCC/PCI)

Pre-combat checks/inspections (PCC/PCI) are inspections performed by leaders prior to the execution of operations. Every soldier has heard of or taken part in PCC/PCIs, yet current Army doctrine does not clearly define or identify them. FM 6-0, *Command and Control*, simply states unit preparation includes pre-combat checks and inspections to ensure units, soldiers, and systems are fully capable and ready to execute. FM 7-10, *The Infantry Company*, states inspections must be used to supervise and refine troop-leading procedures, and gives a list of items to inspect to include weapons, equipment, soldiers' knowledge, and communications.

ISSUES:

1. Leaders seldom conduct pre-combat checks (PCCs) or pre-combat inspections (PCIs) properly. PCCs are often treated more like an inventory instead of a *check* to ensure that all the equipment is ready for the mission.

2. At the company level, failure to complete PCC/PCIs most often stems from a lack of time.
3. When leaders *do* look at some of the equipment to be used for a mission and find a discrepancy, they seldom make corrections.
4. There is some confusion as to the difference between a PCC and a PCI.

Discussion:

1. PCCs and PCIs must *always* include *all* equipment used for the mission. If deficiencies are found, *they must be corrected*. What good does it do to verify that the equipment is *not* ready for a mission?
2. The lack of time can be avoided by establishing a company timeline upon receipt of the mission, commonly referred to as the reverse planning timeline. This ensures time is budgeted for company-level PCC/PCIs
3. What is a PCC and what is a PCI?
 - a. Both are intended to accomplish the same thing, which is to have a leader ensure that certain mission critical pieces of equipment are ready. The only real difference is who is doing the inspecting.
 - b. Commanders do PCIs. Platoon leaders, platoon sergeants, and squad leaders do PCCs.
 - c. Why do we identify a commander's inspection separately? Equipment readiness is essential for mission success. Squad leaders and platoon leaders are certainly capable of ensuring *equipment readiness*, but the commander's first-hand knowledge of *mission requirements* cannot be substituted.

Accountability is the obligation of a person to keep records of property, documents, or funds. These records show identification data, gains, losses, dues-in, dues-out, and balances on hand or in use.

Responsibility is the obligation of an individual to ensure Government property and funds entrusted to his or her possession, command or supervision are properly used and cared for, and that proper custody and safekeeping are provided.

The attached diagram shows the different types of responsibility and their relationship to the levels of command. The five different types of responsibility are:

- **Command responsibility.** The obligation of a commander to ensure all Government property within his or her command is properly used and cared for, and that proper custody and safekeeping are provided. Command responsibility is inherent in command and cannot be delegated. It is evidenced by assignment to a command position at any level and includes:

- Ensuring the security of all property of the command, whether in use or in storage.
- Observing subordinates to ensure their activities contribute to the proper custody, care, use, and safekeeping of all property within the command.
- Enforcing all security, safety, and accounting requirements.
- Taking administrative or disciplinary measures when necessary.
-

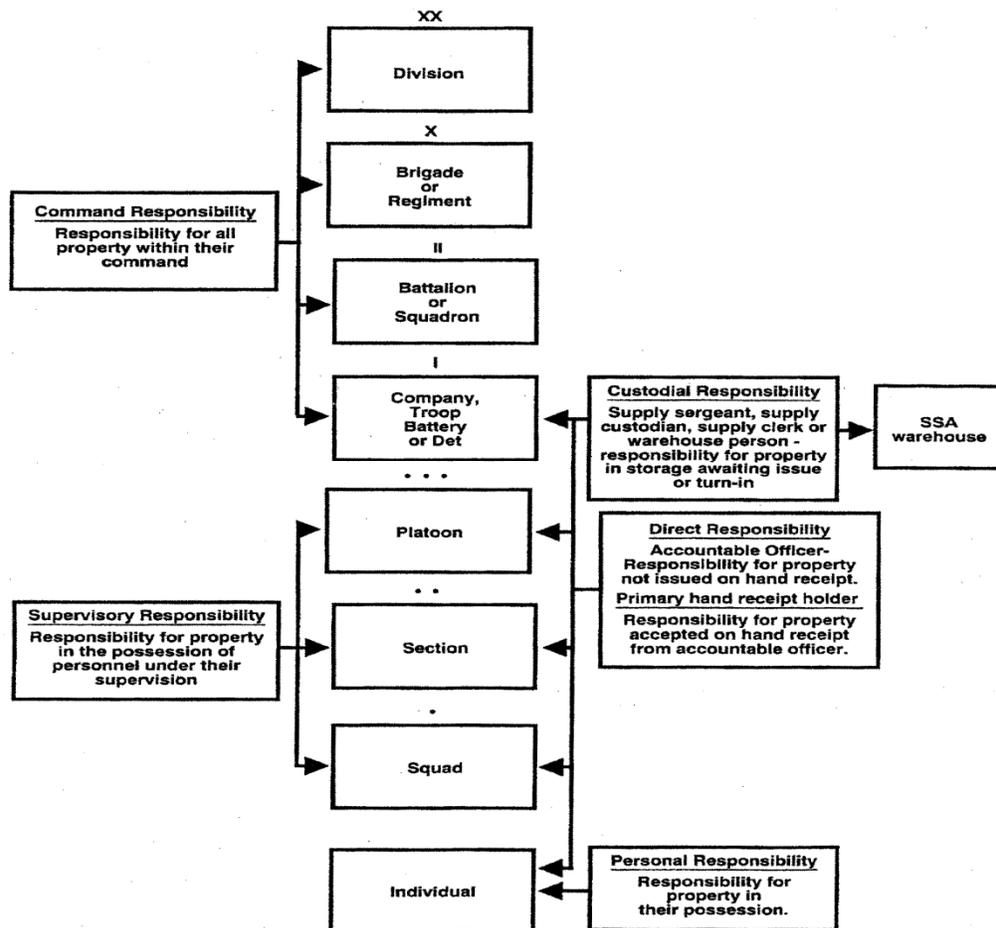
- **Supervisory responsibility.** The obligation of a supervisor to ensure all Government property issued to, or used by his or her subordinates is properly used and cared for, and that proper custody and safekeeping are provided. It is inherent in all supervisory positions, is not contingent upon signed receipts or responsibility statements and cannot be delegated. It arises because of assignment to a specific position and includes:

- Providing proper guidance and direction.
- Enforcing all security, safety, and accounting requirements.
- Maintaining a supervisory climate that will facilitate and ensure the proper care and use of Government property.

- **Direct responsibility.** The obligation of a person to ensure all Government Property for which he or she has receipted, is properly used and cared for, and that proper custody and safekeeping are provided. Direct responsibility results from assignment as an accountable officer, receipt of formal written delegation, or acceptance of the property on hand receipt from an accountable officer. Commanders, and/or directors of separate TDA activities will determine and assign in writing those individuals who will have direct responsibility for property.

- **Custodial responsibility.** The obligation of an individual for property in storage awaiting issue or turn-in to exercise reasonable and prudent actions to properly care for, and ensure proper custody and safekeeping of the property are provided. Custodial responsibility results from assignment as a supply sergeant, supply custodian, supply clerk, or warehouse person, and is rated by and answerable directly to the accountable officer or the individual having direct responsibility for the property. Responsibilities include—
 - Ensuring the security of all property stored within the supply room and storage annexes belonging to the supply room or SSA is adequate.

- Observing subordinates to ensure their activities contribute to the proper custody, care, and safekeeping of all property within the supply room and storage annexes belonging to the supply room or SSA.
 - Enforcing all security, safety, and accounting requirements.
 - When unable to enforce any of these, reporting the problem(s) to their immediate supervisor.
- Personal responsibility. The obligation of a person to exercise reasonable and prudent actions to properly use, care for, and safeguard all Government property in his or her physical possession. It applies to all Government property issued for, acquired for, or converted to a person's exclusive use, with or without receipt.



Five types of responsibilities and their relationship to levels of command. AR 735-5 • 10 June 2002

O. Equipment and Material Maintenance

Thoughts for Leaders

- Maintenance is Training.
- Clean weapons and protective mask by squad/crew.
- Integrate maintenance into field training. Take cleaning equipment to the field.
- Spot check PMCS (fuel filters, fluid levels, tire pressure). Also check leader knowledge of PMCS.

- Have a definite plan for PMCS training, Q-services, and driver training. Show it on the training schedule.
- Include PMCS verification as part of the driver licensing process. Also, try it as part of the leader development program.
- Make someone responsible for the maintenance of every piece of equipment. Encourage ownership.
- Junior leaders should close the loop for repair parts required
- The Motor Sergeant is in charge of the mechanics. The Platoon Leaders and Platoon Sergeants are responsible for the equipment.
- Never allow yourself to task or be tasked for equipment alone. The crew or operator will always go with the equipment.
- The vehicle commander, not the driver, is responsible for the maintenance of a tracked vehicle.

Suggested Scheduled Service Checklist

1. Are the operators, crew, and leader present?
2. Are maintenance personnel available with the correct equipment to remove an engine assembly?
3. Is the Motor Sergeant or Maintenance Warrant available?
4. Are the NBC, communications, arms room personnel present with appropriate TMs and SOPs?
5. Are the required test equipment and tools available?
6. Are TMs and SOPs being followed?
7. Are the required service parts on hand?
8. Is the vehicle being road tested as part of the service?
9. Is the vehicle inspected by a senior maintenance NCO upon completion of the service?
10. Are all safety procedures being followed?
11. Is the service being performed within the prescribed timelines?

Keys to Good Maintenance

1. Every piece of equipment has an operator that is personally responsible for it.
2. The Motor Sergeant sets and supervises the specific objectives for each of his mechanics.
3. The Motor Sergeant supervises the TAMMS and PLL clerk.
4. PMCS are conducted regularly, by the TM, and under the supervision of first line leaders, with the results being recorded accurately.
5. Results of the PMCS are known promptly by the chain of command and the Motor Sergeant.
6. Mechanics use and maintain their diagnostic equipment.
7. There is an established program of operator and mechanic training and awards.
8. -10 manuals and PS magazines are available and used.
9. Maintenance training is included on the training schedule and supervised by commanders.
10. Possible abuse of equipment is investigated.
11. Feedback on bad DX parts and assemblies is given to DS.
12. Tools and BII are marked, inventoried regularly, and shortages replaced.
13. Oil sample feedback is reviewed to detect trends.

14. Officers and senior NCOs teach “hands on” classes on PMCS, PLL procedures, and CL IX supply. The armorer and PLL clerk are school trained.
15. Use DA Pam 750-1, Feb 07, Commander’s Maintenance Handbook.

P. Left Behind Equipment

1. Left-Behind Equipment (LBE): LBE is defined as “equipment that is left at home station after a unit deploys.” Property on the unit’s organization property book not required for SWA deployment is a candidate for LBE. Ammunition can never be part of LBE. That equipment in LBE will be used to source the National Equipment Pool.

2. Unit LBE Turn In requirements:

(a) Pre-Inventory Actions:

1. Schedule Rock Drill and Rehearsal (BDE S-4)
2. Forecast Storage Requirements-shipping containers (CO CDRS)
3. Receive a copy of the hand receipts and equipment density (from PBUSE) for unit set and provide to the LBE PA Contractor team to assist their planning. (PBO)
4. Schedule the inventory on the training schedule by unit and provide to the LBE PA Contractor. (BDE S-4)
5. Provide a POC listing for each primary hand receipt holder to the ASC-LSE. (BDE S-4)
6. Invite LBE PA Contractor to the PBO briefing for hand receipt holders. (PBO)
7. Schedule and conduct a joint LBE PA Contractor/Unit site survey of the storage location. (BDE S-4)
8. Schedule reconciliation AAR memo signing with the PBO for gaining and losing hand receipt holders. (CDR)
9. Add LBE team to your arms room access roster (External Requirement)
10. Ensure Shortage annexes or component listings are up to date (External Requirement)
11. Ensure current supply catalogs, technical manuals, packing list, and whatever other materials to be used to conduct the inventory are available and present during the inventory. (CO CDR)
12. Upon receipt for each vehicle, generator, etc with key and locks the following documents are required:

- a) Equipment Log Book
- b) DA 5988E
- c) DA 2408-9
- d) Prepare SAMSE/ ULLS-G disk

13. Losing PBO identify excess equipment above unit authorization to LBE PBO.
14. Identify if there is a requirement to issue equipment training sets shortly after the inventory.
15. Identify rear detachment Cdr with assumption of command orders.
16. Establish a timeline for initiating FLIPLs (72 hours)
17. Establish a consolidation Arms room if needed.
18. Provide list of outstanding L/T’s
19. Make arrangement for rolling stocks to be at one location or stop movement.

20. Review SC and TM (packing list for non-nsn items) and coordinate with LBE to determine personnel requirements for the joint inventory/equipment layout (by LIN sequence). (CO CDRS)

(b) During Inventory Actions:

1. Have hand receipts, shortage annexes, and component listings on hand for inventory. (CO CDR)
2. Ensure all HRs, shortage annexes, and component listings are properly annotated to reflect "on hand" or "short." (CO CDRS)
3. Repack and secure inventoried items, taking care that maintenance significant items, COMSEC, weapons, and other prohibited or sensitive items are not included. (CO CDRS)
4. Provide the following documents for each maintenance significant item to LBE PA Contractor:

- a) Equipment Log Book
- b) DA Form 5988E
- c) DA 2408-9
- d) Component or shortage listing
- e) SAMSE Trans Out disk

5. Conduct PMCS on all vehicles. (CO CDRS)
6. Move vehicles to their assigned motor pool. (CO CDRS)
7. Participate in hot wash with ASC LBE at 1600 hours daily until the inventory is complete. (BN XO and CO CDRS)
8. Inventory all items on work order at DOL. (CO CDRS)
9. Release LBE storage containers to the gaining HRH.
10. Vehicle data entered into LBE's SAMS-E
11. LBE Publishes a work order for TI to the SOR

(c) After Inventory Actions and Expectations:

1. Identified shortages of end items by LIN and component.
 2. Validation of non-expendable shortages. (ASC PBO)
 3. Validation of durable expendable shortages. (CO CDRS)
 4. An AAR memorandum signed by the outgoing and incoming hand receipt holders published by the gaining hand receipt holder documenting all discrepancies noted during the inventory (including shortages and overages). (ASC PBO)
 5. Execute Lateral transfer of the equipment into LBE. (PBO)
 6. Annotate the document number assigned by the ASC PBO to property adjustment documents.
3. Commanders of deploying units are strongly encouraged to provide a customer-perspective AAR to assist the LBE team in efforts to continually refine and improve processes.
4. Shortages: Equipment shortages will be documented per AR 735-5 and DA PAM 710-2-1, and noted during the LBE lateral transfer. Financial Liability Investigation of Property Loss (FLIPL) will be initiated by the local commander.

5. BII & COEI: All LBE transferred to or from ASC requires a joint inventory. It is the responsibility of the Property Accountability (PA) contractor to record all shortages of BII/COEI on a shortage annex as required by AR 710-2/DA PAM 710-2-1 and the appropriate Technical Manual. The ASC LBE PA Contractor will meet TM -10/-20 standards before transfer to any other Army activity, unless otherwise directed by ASC orders or mission directives. ASC is responsible for replacing missing BII (missing does not include deployed BII or BII not turned into the PA contractor). ASC is NOT responsible for replacing missing COEI.

(a) After inventory, PA contractor will ensure BII/COEI is stored and assigned to each piece of equipment.

6. Temporary Loan: Authorization provided by ACOMs/ASCCs/HQDA DRUs and/or HQDA G-4 to sublet, lease (loan) nonexpendable property that resides on his/her unit property record to an organization external to the ASC LBE parent UIC. Temporary loans are routinely more than thirty days and no more than one year, and then should be only for the shortest duration required. Temporary loans are administratively managed and annotated on DA Form 2062 or the PBUSE Equivalent. Manual receipts should be stored within the property accountability suspense file of the UIC, and STAMIS accounting by applying the proper suppression code from the PBIC table of PBUSE must be completed. Materiel under temporary loan remains the property of the loaning organization and may be recalled prior to end of lease period if situation or need requires. Due to OPTEMPO and accelerated equipment requirements to accomplish predeployment training, loaned equipment must be provided to the user at a minimum of fully mission capable (FMC) condition. However, under no circumstances will equipment be loaned if it has safety conditions which would cause potential injury or loss of life or limb should the equipment fail. During period of loan, unit vehicle registration documents such as DA Form 2408-9 will accompany the vehicle. The borrowing organization is responsible for all maintenance for the duration of loan period and for the return of the equipment in same condition as issued. Temporary loans require a formal request indicating purpose and duration of loan. All outgoing LBE property transfers require a Directive from ASC authorizing the transfer.

7. 4/407th AFSBn POCs are Mr. Russell Cavin at 287-8933 and Mr. Dan Huber at 287-8959.

Q. Rear Detachment

The success or failure of unit's rear detachment (Rear D) directly impacts unit readiness and retention, while indirectly impacting the unit's mission in theater. Often the difference between success and failure in a Rear D stems from the idea that a Rear D is somehow different than any other unit in the Army. In reality, the Rear D is no different than any other unit.

In relation to mission success, selecting a rear detachment commander (RDC) and rear detachment (Rear D) team is the most important and most difficult decision a deploying commander will make before deployment. It is important to choose wisely. It is a difficult balance between taking the maximum combat power forward and leaving the right team behind to take care of the home front.



TIP: Family Readiness



Family readiness, and therefore Rear D, is tied directly to retention. Soldiers who see that their Families are in good hands and have helped when needed are more likely to reenlist.

1. The Process

- Select the Rear D team.
- Build the Rear D team and integrate as soon as possible; maintain continuity.
- Test and train (during the mission readiness exercise [MRE]).
- Recognize the Rear D as a unit, with a designation (e.g., D Company) and treat as equal to the other units.
- Establish credibility of the Rear D team.
- Ensure Soldiers know the team responsible for their Families.
- Diffuse issues early.



TIP: Rear Detachment



When picking your Rear Detachment Cadre, if it doesn't hurt, you're not picking the right team

Selection. The first hurdle in the selection process is to determine a selection criteria. The individual selected must possess the ability to operate at your level, as well as one level below (a battalion RDC must function as both a battalion commander and a company commander). The RDC must be "everything to everyone," a trait not addressed in Army schools or doctrine.

The RDC represents you during the deployment. One technique for selecting an RDC is to take your duty description and identify measures of effectiveness to define the selection criteria, then apply the criteria to the current commanders. If it doesn't hurt to leave someone back, the wrong guy was left back. Commanders who deploy will be under supervision. The RDC will not be under supervision.



TIP: FRG Leader is important!



Include your FRG advisor in the process. The RDC and the FRG advisor must be able to work as a cohesive team.

Integration. Early in the pre-deployment process, establish the Rear D team with high-caliber leaders as the cadre, augmented with non-deployable personnel. Soldiers unable to initially deploy because of medical reasons and wounded in action-returnees are a tremendous asset to the unit. Typically, these Soldiers are invested in the unit and demonstrate the necessary drive to succeed in the Rear D mission.

Cost-benefit analysis. Selecting the right RDC ensures you will not have to look over your shoulder once you deploy. Knowing that your Soldiers' Families are in good hands allows you and the unit to focus on the fight. This type of focus is a form of force protection and a force multiplier. Your only real influence over operations on the home front is in the selection of the RDC and the Rear D team. The ramifications of making

the wrong decision are enormous. When the Rear D functions badly, units may feel the negative effects years after the deployment. Do not let this happen to your unit.

2. Establishing the Rear D

Teamwork, training, and trust are critical in establishing the Rear D.

Teamwork. Units struggle with Rear D operations when they do not use Army procedures and systems. Soldiers need a clear chain of command and a unit identity, which is lost when using the term "rear detachment." Think about uncasing the guidon early in the deployment preparation in order to identify the Rear D as a recognized unit with an established chain of command.

Training. Most units conduct an MRE prior to deploying to combat in order to train the unit for its combat mission. The MRE is the perfect time to train the Rear D, as well as the Families and the FRG. Replicate the anticipated future deployment conditions, and ensure the Rear D trains and exercises the systems necessary to succeed once the unit departs home station. A number of events will occur during the MRE that will stress the unit and the Families and, as a result, identify Families with problems and weak points in support structures. Utilize the time between the MRE and deployment to correct these deficiencies.

Sharing your command philosophy and decision processes will prove invaluable as the RDC prepares for the mission. You can positively influence the future decisions of your RDC in this manner, since you will likely have limited contact with the RDC once deployed.

Trust. Once you deploy, do not second-guess the RDC. The battlefield of the RDC is different from yours and different from the garrison battlefield you left behind. By following the process stated earlier and selecting your best commander as the RDC, the Soldiers will trust the leadership responsible for taking care of them and their Families in any situation. Initially, Families trust the Rear D based on performance during the MRE. Positive comments from their deployed Soldiers increases that trust. Continued positive performance during the deployment solidifies that trust.

3. Final Thoughts

Share your expectations with the RDC and the FRG leadership. The RDC and the FRG advisor are effective when their duties are complementary. Maintain two-way communications with the Rear D. Talk to your RDC and your FRG advisor; include both in your battle rhythm. Send a routine newsletter for publication on a Web site or the virtual FRG, which will satisfy the perceived need for information by the Families.

Keys to Success:

1. Establish a Rear D: Soldiers need an identity
2. Understand your roles
3. Utilize all assets; train, empower, and then hold NCOs to task
4. Be flexible and understand the life cycle of a deployed unit; change as the battlefield changes
5. Utilize MEB and medical hold NCOs to maintain leadership initially following the mission rehearsal exercise
6. Be hard, consistent, and fair

7. Rehearse casualty operations
8. Speak with one voice; establish a relationship with the unit FRG
9. Actively participate in the home front command information campaign
10. Choose the hard right over the easy wrong
11. Understand the Commander's priorities and philosophies
12. Maintain Army standards

Challenges:

1. Maintaining property accountability
2. Balance family support issues and Soldier issues
3. Personnel
4. Allow personnel time for cadre; establish leave plans

Call Handbook 07-23: Rear Detachment Operations / 1CD Rear Detachment SOP

R. Chaplain. The commander and the chaplain in a unit have a unique relationship of mutual trust that can have a positive effect upon the soldiers. A good relationship with the chaplain gives the commander a fresh perspective on problems, a unique line of communication for soldiers, and an invaluable source of support, professionally and personally.

The chaplain brings the commander certain skills and talents not found in other staff officers. He has a non-threatening access to soldiers that is not available to most officers or senior noncommissioned officers. The chaplain is a helpful resource for the commander's professional strength and growth. The wise commander involves him at every level of the unit and then listens to his observations.

The chaplain contributes to the unit in a number of ways: by his involvement in the spiritual lives and religious growth of soldiers; by monitoring the morale and attitude of the unit; through his participation in problem solving; by means of his ability to set the example; by serving as a conduit for a two-way flow of communication; by serving as a sounding board for the commander; and by assisting in solving the problems of Soldiers and family members at the lowest possible level.

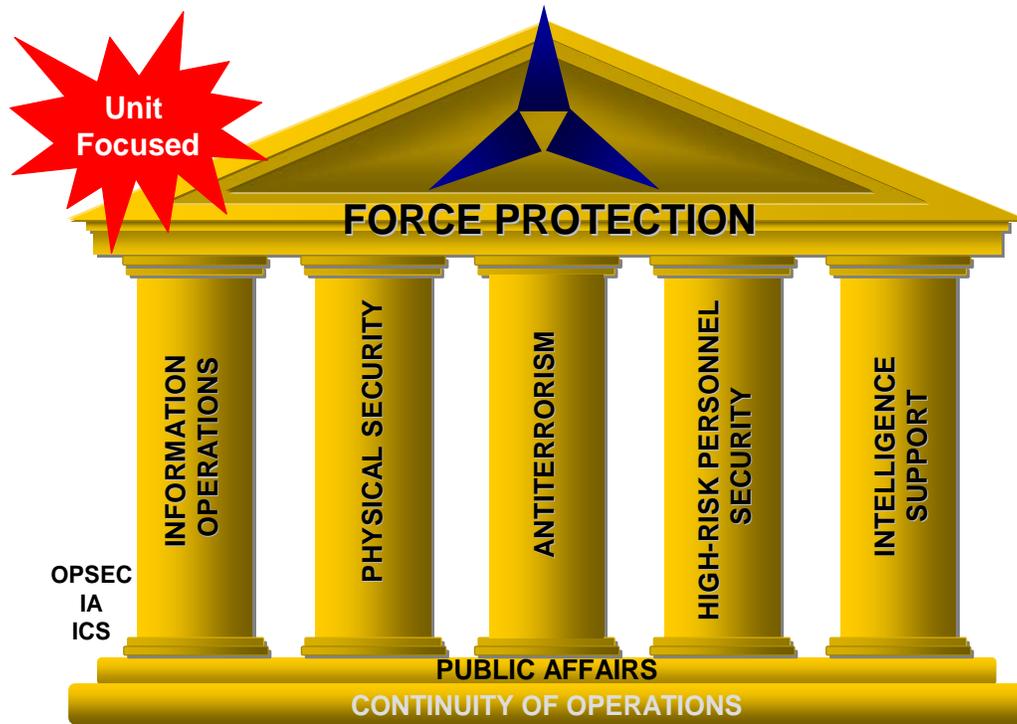
The primary mission of the chaplain in any unit is to conduct worship services, assuring the free exercise of religion for all soldiers. The chaplain is a skilled educator and teacher in moral character leadership. He can teach classes on such subjects as ethics, morality, leadership, suicide awareness, stress management, and values clarification. This institutional role is what he is supposed to do, by law and regulation.

CALL News from the Front: Essential to Soldier Care -- The Commander AND the Chaplain / CALL Handbook 08-09: Leader's Guide: Chaplains in Current Operations

S. Force Protection. Force Protection consists of the measures taken to mitigate hostile actions against Department of Defense personnel, Family members, resources, facilities, and critical information.

III Corps and Fort Hood units must incorporate force protection measures while at home station, during mobilization/demobilization, during deployment/redeployment, while performing CONUS/OCONUS temporary duty, or during permanent changes of station in order to maintain operational war-fighting readiness, and to provide the highest possible level of security for Soldiers, civilian employees, family members, information facilities and equipment.

(c) Units will create a Force Protection Program in accordance with the III Corps Anti-Terrorism Force Protection Program and FORSCOM guidance. Commanders will identify and dedicate individuals and material resources to implement programs at home station to be prepared for deployment. AT level I is a pre-deployment requirement for all service members deploying OCONUS. III Corps units will conduct annual AT/FP refresher training to include encouragement of family member's participation for increased vigilance at home. AT II is an annual requirement for Anti-Terrorism Force Protection Officers, AT level III is required for all Battalion and Brigade Commanders and AT level IV for General Officers and Chiefs of Staff. Unit programs must focus on the five pillars for force protection at a minimum to defeat the expanding threats of terrorism directed against our Nation and forces.



Force Protection is an everyday reality regardless of location CONUS/OCONUS. This will require us to develop threat dissemination programs that inform Soldiers of new and emerging threats directed against us at home and abroad. We can maintain OPSEC while informing our Soldiers of threats they now face. Leaders must know what right looks like based on standards, teach subordinates, and supervise them; and subordinates must strictly follow standards.

The end state is that through the use of proper planning and enforcement of Force Protection standards we mitigate hostile actions directed against our Soldiers, Civilian employees and Family members while providing a secure environment.

Notes Page