

U.S. ARMY NCO SITREP

QUICK NCO REFERENCE GUIDE



<https://www.facebook.com/pages/US-Army-NCO-Sitrep/47920622882508>

PREFACE

Army NCOs trace their roots to the beginnings of American military history. They helped Washington preserve the Continental Army at Valley Forge, stood with Winfield Scott at Chippewa, and directed Zachary Taylor's guns at Palo Alto. They carried the Nation's colors at Gettysburg and Vicksburg, fought yellow fever in Cuba with Walter Reed, and led Pershing's and Eisenhower's legions into Germany. Whether helping local populations build a village in Southeast Asia or teaching young Iraqi soldiers to conduct operations, American NCOs are leading from the front and are some of our nation's best ambassadors. Over time, through various changes in tactics and technology, Army NCOs have emerged as the Army's small-unit leaders, trainers' and guardians of standards.

Our NCO Corps is unrivaled by any Army in the world, envied by our allies and feared by our enemies. Throughout the Army's history, the NCO has been a pivotal figure, but never more so than today with our full spectrum of operations - tank-on-tank fighting as during the invasion of Iraq; the guerrilla/insurgency war ongoing in Iraq and Afghanistan; and peacekeeping operations in Kosovo. As NCOs embrace their ever-growing responsibilities in the 21st Century, this volume will help them remember how they came to be the "backbone of our Army."¹

This guide was made by NCOs for NCOs, in the overall attainment of improving our Corps to help lead and fight our Nations wars. The goal of this guide is lead NCOs and Soldiers in the right direction, by providing them a quick access to multiple sources. The guide will offer a general view of subjects, references, and miscellaneous information for NCOs in their daily routine. We cannot take the credit for all the work as of most of the information was taken from other useful sources listed in our works cited. We hope this helps spark the motivation we need in our NCO Corps today to help lead the Soldiers of tomorrow.

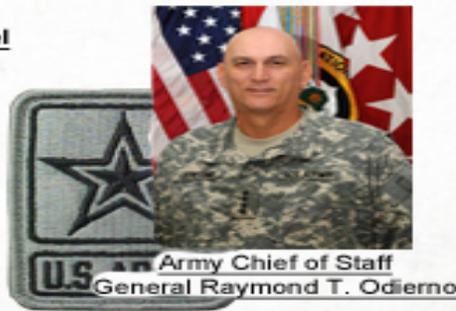
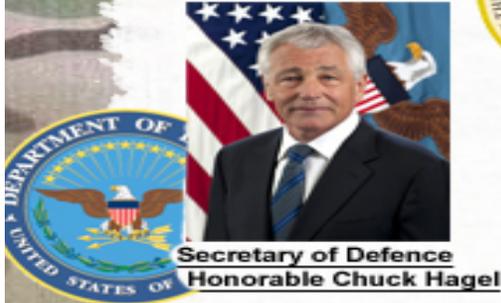
The Creed of the Noncommissioned Officer

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

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

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

CHAIN OF COMMAND



Sergeants Major of the Army

The Sergeant Major of the Army is the highest ranking noncommissioned officer in the Army.

14th SMA - Raymond F. Chandler, III MARCH 2011 - Present *Army Chief of Staff, GEN Raymond T. Odierno*

13th SMA - Kenneth O. Preston JANUARY 2004 - MARCH 2011 *Army Chief of Staff: GEN George W. Casey, Jr.*

12th SMA - Jack L. Tilley JUNE 2000 - JANUARY 2004 *Army Chief of Staff: Eric C. Shinseki*

11th SMA - Robert E. Hall OCTOBER 1997 - JUNE 2000 *Army Chiefs of Staff: Dennis J. Reimer, Eric C. Shinseki*

10th SMA - Gene C. McKinney JULY 1995 - OCTOBER 1997 *Army Chief of Staff: Dennis J. Reimer*

9th SMA - Richard A. Kidd JULY 1991 - JUNE 1995 *Army Chief of Staff: Gordon R. Sullivan*

8th SMA - Julius W. Gates JULY 1987 - JUNE 1991 *Army Chief of Staff: Carl E. Vuono*

7th SMA - Glen E. Morrell JULY 1983 - JUNE 1987 *Army Chief of Staff: John A. Wickham, Jr.*

6th SMA - William A. Connelly JULY 1979 - JUNE 1983 *Army Chief of Staff: Edward C. Meyer*

5th SMA - William G. Bainbridge JULY 1975 - JUNE 1979 *Army Chiefs of Staff: Frederick C. Weyand, Bernard W. Rogers*

4th SMA - Leon L. Van Autreve JULY 1973 - JUNE 1975 *Army Chiefs of Staff: Creighton W. Abrams, Frederick C. Weyand*

3rd SMA - Silas L. Copeland OCTOBER 1970 - JUNE 1973 *Army Chiefs of Staff: William C. Westmoreland, Bruce Palmer, Jr. (Acting), Creighton W. Abrams*

2nd SMA - George W. Dunaway SEPTEMBER 1968- SEPTEMBER 1970 *Army Chief of Staff: William C. Westmoreland*

1st SMA - William O. Wooldridge JULY 1966-AUGUST 1968 *Army Chiefs of Staff: Harold K. Johnson, Westmoreland*



The Center for the Army Profession and Ethic (CAPE)

Intent: Provide senior leaders with the educational resources, narrative, and ideas to reinvigorate the Army Profession across all Army cohorts. Enable the Army to refocus on the professional identity that motivates ethical behavior, maintains high levels of competence, and enhances stewardship of the profession.

1. **Purpose.** To provide information and resources in support of *America's Army – Our Profession* Education and Training program to facilitate dialog, educate, train and inspire all members of the Army on the meaning and practice of the Army Profession.

2. **Background.**

a. The CSA approved the *America's Army–Our Profession* Education and Training program to inform and inspire the force on doctrine in Army Doctrine Publication (ADP) 1, *The Army*, Chapter 2 and in Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*. These capstone documents define and describe the five essential characteristics of the Army Profession, membership and certification criteria for Army professionals, and the Army Ethic.

b. Why are we doing this? The *America's Army–Our Profession* Education and Training program is designed to teach and inspire understanding of the Army Profession and to enhance commitment to our professional obligations – to others, the Army, the American people, and ourselves.



3. **Discussion.**

a. The Army conducts an education and training program in order to institutionalize and operationalize critical concepts of the Army Profession across the total force.

b. Vision. Members of the Army Profession clearly understand, accept, and practice their profession, consistent with the Army Values and the Army Ethic.

c. Goals.

(1) Members of the Army Profession know the doctrine of their profession, its application, and are committed to perform their duties accordingly.

(2) Leaders incorporate Army Profession concepts throughout unit and organizational professional development programs.

(3) Army Profession doctrine is integrated into PME/CES curricula.

(4) Army Profession concepts are reflected in the planning and conduct of operational missions and exemplified in the decisions and actions of Army professionals.

d. Timing. This education and training program begins on 2 January

2013 and will be executed through quarterly themes throughout the calendar year.

(1) 1st Quarter, Standards and Discipline – Title 10 U.S. Code specifies “Standards of Exemplary Conduct” – prescribing that all commanding officers and others in authority show in themselves a good example of virtue, honor, patriotism, and subordination. Accordingly, all Army professionals uphold standards and develop discipline within themselves and their units.

(2) 2nd Quarter, Army Customs, Courtesies, and Traditions – these observances create a vital connection with preceding generations of citizen-soldiers, enhance our esprit de corps (winning spirit), and reinforce commitment to stewarding the Army Profession. The Army Profession has a proud history, important missions, and unequalled capabilities; and Army professionals are respected for their service to the Nation. Army customs, courtesies, and traditions sustain and develop this legacy within the Army Culture.

(3) 3rd Quarter, Military Expertise – Certified Army professionals.

(a) The Army Profession's military expertise is the design, generation, support, and ethical application of landpower. This is our contribution to the defense of our Nation.

(b) Army professionals acquire education, training, and experience, which provides professional development and the basis for certification in competence, character, and commitment. These qualities are essential to accomplish the mission and successfully perform assigned duties with discipline and to standards.

(4) 4th Quarter, Trust – The bedrock of our Army Profession is assured reliance on the character, ability, strength, and truth of someone or something; by honoring Army Values in all our decisions and actions, we sustain mutual trust among Soldiers, Civilians, Families, and with the American people whom we serve.

(a) In order to maintain and sustain our bond of trust and confidence with the American people, the Army Profession demonstrates Military Expertise through professional competence, and the practice of our military art and science; we contribute

Honorable Service; we serve as Stewards of the Army Profession; and we inspire collective Esprit de Corps – a Winning Spirit – in units and organizations through loyal, dedicated support for the each other to accomplish the mission.

(b) In order to earn and develop trust within the Army Profession, we consistently demonstrate competence, character, and commitment - performing our duties effectively, ethically, with discipline and to standards.

4. What Can You Do? a. Include Army Profession doctrine and concepts as a topic in professional development sessions.

b. Integrate Army Profession doctrine and concepts in all aspects of training and operations.

c. Create and sustain a positive, professional command climate; set the example by coaching, counseling, and mentoring; develop disciplined Army professional Soldiers and Civilians; review, revise, explain, and uphold standards; and emphasize and celebrate the time-honored customs, courtesies, and traditions of the Army Profession.

d. Access the resources at <http://cape.army.mil> to assist in the planning and conduct of professional development in support of this program.

5. How CAPE Can Help?

a. A lesson plan is included to assist you in facilitating professional development sessions.

b. Videos are available to enhance understanding of the Army Profession and provide the focus for each quarter.

c. Posters are available for display to assist in communicating the themes and focus attention for each quarter.

d. Senior Leader Guides and talking points are included to help communicate Army Profession concepts and themes.



- e. CAPE Research Fact Sheets provide a summary of recent Army-wide survey findings to assist in identifying potential areas for discussion as part of a unit or organizational professional development plan.
- f. CAPE Staff is available to provide a 2-3 hour tailorable Army Profession Seminar.
- g. CAPE's Master Army Profession and Ethic Trainer (MAPET) course is a 5 day immersion in Army Profession doctrine and its application throughout the operational environment. In addition, MAPET teaches facilitation skills and demonstrates how to integrate character development into unit training programs. Coordinate MAPET attendance through CAPE.

Five Essential Characteristics of the Army Profession

Military Expertise	Honorable Service	Trust	Esprit de Corps	Stewardship of the Profession
				
Our Ethical Application of Landpower	Our Noble Calling to Service and Sacrifice	The Bedrock of our Profession	Our Winning Spirit	Our Long Term Responsibility

Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage
Ethical Foundation: Legal and Moral

ATTRIBUTES

CHARACTER

- * Army Values
- * Empathy
- * Warrior/ Service Ethos
- * Discipline

PRESENCE

- * Military and Professional Bearing
- * Fitness
- * Confidence
- * Resilience

INTELLECT

- * Mental agility
- * Sound judgment
- * Innovation
- * Interpersonal tact
- * Expertise



LEADS

- * Leads others
- * Ensures Trust
- * Extends influence beyond the chain of command
- * Leads by example
- * Communicates

DEVELOPS

- * Creates a positive environment/
Fosters esprit de corps
- * Prepares self
- * Develops others
- * Stewards the profession

ACHIEVES

- * Gets results

COMPETENCIES

CAPE Doctrine & Policy

- ADRP 1 - The Army Profession (14 Jun 13)
- ADP 1 - The Army (18 Sep 12)
- ADP 6-22, Army Leadership (1 Aug 12)
- ADRP 6-22, Army Leadership (1 Aug 12)
- AR 350-1, **Army Training and Leader Development** (4 Aug 11)
- FM 7-21.13, **The Soldier's Guide** (20 Sep 11)
- AR 5-22, **The Army Force Modernization Proponent System** (25 Mar 11)
- AR 600-20, **Army Command Policy** (4 Aug 11)
- DA PAM 600-2, **Armed Forces Officer** (1 Jan 06)
- DA PAM 600-25, **U.S. Army Noncommissioned Officer Professional Development Guide** (28Jul 08)
- White Paper: America's Military - A Profession of Arms (2 Dec 10)

Doctrine 2015

What is it?

Under the previous doctrine management program, the Army maintained 625 publications on the Army Publishing Directorate website and the Reimer Digital Library. Many of these manuals remained unchanged for years. In 2009, the Commander, U.S. Army Training and Doctrine Command (TRADOC), directed a reengineering of doctrine. The primary goals of the reengineering project were to reduce the number of field manuals (FM), standardize the content of manuals to less than 200 pages, and establish a more efficient doctrine management program. One of the outcomes of this project was the development of the Army tactics, techniques, and procedures (ATTPs) manuals. ATTPs differed from the other tactics, techniques, and procedures manuals from sister services because a digital interface was added for immediate user revisions using wiki technology. Wiki technology would make doctrine more accessible and open to editing by the user. The ATTPs on the wiki would remain in draft form and be used as feeder documents for the normal cycle for revision of the authenticated manuals housed on the Army Publishing Directorate website.

What has the Army done? In the past, the average lifecycle of a doctrine publication is about three years. Once proponent authors begin revising it, the revision process takes from three to 24 months to complete, depending on the needs of the field. The current cycle has come a long way in adjusting to the needs in theater; however, when a rapid change is required, the system requires significant time to update a manual. The current method is viewed by many as cumbersome, slow, and unable to keep up with rapidly changing unified land operations. The 2009 doctrine re-engineering project was a good start. However, a closer examination of doctrine development timelines and the needs of the community indicated some shortcomings in the 2009 reengineering process. As of May 2011, further reengineering was required and this led to the development of Doctrine 2015. The primary focus of Doctrine 2015 is to produce a body of knowledge related to the conduct of operations that uses technology to leverage and incorporate leader input, especially on mission essential tasks. Doctrine 2015 will integrate this knowledge rapidly into the professional military education system. Doctrine development will become faster and the system will create fewer publications which will be shorter, clearer, and more digitally accessible than the current system.

Under Doctrine 2015 doctrinal information will be broken down into its components, making revision quicker, but without losing enduring principles. Doctrine 2015 will have four categories of operational knowledge: Army doctrine publications (ADPs), Army doctrine reference publications (ADRP), field manuals (FMs), and Army techniques publications (ATPs). In addition, digital applications (APPs) will be developed that enable Soldiers to access doctrine information in a repository through a digital device (for example, a smart phone or tablet).

What continued efforts does the Army have planned for the future? Combined Arms Center and Mission Command Center of Excellence (MCCoE) has completed much of the final coordination that is required to ensure a successful implementation of Doctrine 2015. There are a few issues, however, that the command is still working through. To date, formats for all doctrine 2015 publications have been approved by the Army Publishing Directorate (APD). MCCoE and the Combined Arms Doctrine Directorate (CADD) are continuing to work with APD to finalize a plan to streamline the authentication process for Doctrine 2015 publications. Additionally, CADD is working with the Center for Army Lessons Learned to upgrade the MilWiki site and establish a guideline on how all authenticated ATPs will be translating into to the MilWiki doctrine format.

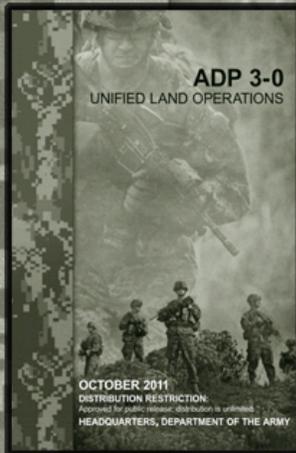
Lastly, MCCoE and CADD will continue to work through the media contract (video book) requirements for the Doctrine 2015 implementation. The current plan is to request continued funding for the media contract. The Combined Arms Center and Mission Command Center of Excellence (MCCoE) is moving forward in implementing Doctrine 2015. ADP 3-0 – one of the Army’s capstone publications – was published on 10 October 2001. The early publication of ADP 3-0 allows the rest of the doctrine producing agencies to synchronize their Doctrine 2015 publications with the common operational concept for the Army as outlined in ADP 3-0. The publication of ADP 3-0 also caused the previous FM 3-0 to be rescinded based on the new Doctrine 2015 publication. This trend will continue throughout the Doctrine 2015 implementation process until all Doctrine 2015 publications are published. Currently, the MCCoE is in the final development stage for ADRP 3-0 and ADP/ADRP 5-0, 6-0, and 6-22. A consolidated council of colonels was held in November 2011 to review and adjudicate any critical and major comments for ADP/ADRP 5-0 and 6-0. MCCoE anticipates the publication of these manuals not later than the 2nd quarter of FY 12.

Why is this important to the Army? As the window on real-world operations and actual combat knowledge starts to close, the drive to capture the lessons from over a decade of persistent conflict is strong. Doctrine 2015 will be the vehicle for gaining and capturing that knowledge and transmitting it to the Army of the future. By breaking up doctrine into its basic components, the Army will be able to make revisions faster, retain enduring concepts, and gain lessons from battlefield experienced warriors. Using MilWiki technology, all Soldiers with combat experience and knowledge will be able shape doctrine for the future force. The addition of digital collaboration to the doctrine production process will draw the recently deployed forces and the Army educational centers closer together than ever before by giving a voice to the true experts, the Soldiers themselves.

Doctrine 2015 is a significant departure from the way doctrine has been developed in the past. Changing times, technical advances, demands from the field and the ever changing battlefield environment prompted these significant and necessary changes. The Army’s need to teach both enduring lessons and new concepts remains constant. It will be how the Army obtains and delivers information that must change. The Doctrine 2015 system will allow this change to happen. 2

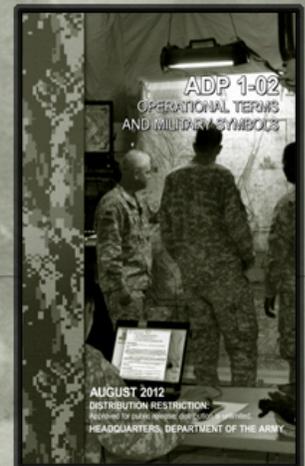
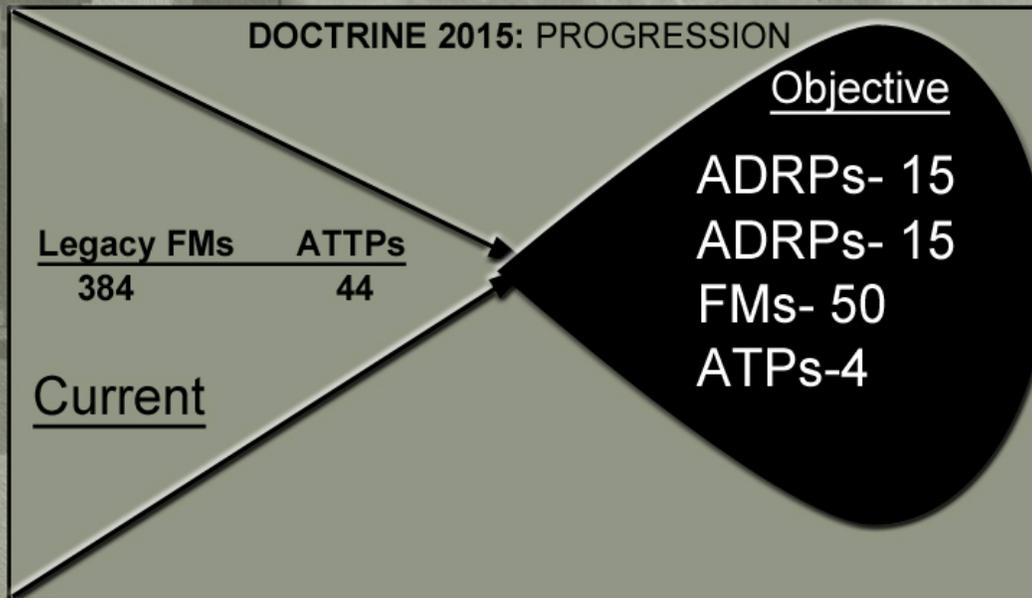
DOCTRINE 2015

Delivering Critical Knowledge to the Point of Need



Doctrine 2015 is transforming the Army's doctrinal base to deliver doctrine - clear, concise, current and accessible - to the point of need. Doctrine 2015 captures the essential lessons learned from 10+ years of persistent conflict. It leverages a broader range of available collaborative technologies including wiki, interactive media instruction, video books, blogs, and social media. Most importantly, it makes doctrine more accessible to Soldiers whether they are in a learning planning, training, or operational environment.

-CLEAR-CONCISE-CURRENT-ACCESSIBLE



What is the difference between ADP and ADRP?

ADP- "Contains the Fundamental Principles by which forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application (JP 1-02)."

ADRP- "detailed explanation of all doctrinal principles which provide the foundational understanding so everyone in the Army can interpret it the same way."

ADP 1, 3-0, 7-0, and 6-22 are approved by the Chief of Staff of the Army. All other ADP and approved by the CAC CG.

Doctrine 2015 Transition Phases

Phase I S: 30 Sep 2011

- Clearly define the categories of operational knowledge
- Determine titles and content of each FM, and develop the governance procedures for each category
- Submit changes to AR 25-30 and rewrite TRADOC Reg 25-36 to support Doctrine 2015
- Conduct Doctrine Conference with all proponents and interested Service and Joint doctrine agencies
- Assign proponentcy for each "publication"
- Determine role of CALL with respect to milWiki publications
- Devise governance for inclusion of CALL products on the wiki site
- Determine if CALL will be the proponent for specific products
- Determine how to handle ALSA and other multiservice publications under Doctrine 2015
- Determine the governance for milWiki
- Determine how to handle current classified doctrine publications
- Proponents develop their individual transition plans

Subsequent Phases may change based on outcome of Phase I

Phase II

- Complete the transition of current FMs that move to TCs and TMs (S: **31 Dec 2011**)
- Develop, staff, and authenticate all ADPs (S: **31 March 2012**)
- Concurrently award the contract for the development of ADRPs (S: **30 August 2012**)

Phase III S: June 2013

- Develop, staff, and authenticate all FMs

Phase IV S: Dec 2015

- Complete the transition of all remaining knowledge to Techniques

Doctrine 2015 Proposed Field Manuals (50)

Offensive Operations
Defensive Operations
Stability Operations
Civil Support Operations
Mission Command (includes operations process)
Fires (includes echelons)
Intelligence Operations (includes echelons)
Sustainment Operations (includes echelons)
Protection Operations (includes echelons)
Army Special Operations
Counterinsurgency Opns
Theater Army, Corps and Division Opns
Infantry BDE, Bn, and Co Opns
Heavy BDE, Bn, and Co Opns
Stryker Brigade Operations
Engineer Operations (includes echelons)
Medical Operations (include Med echelons)
Signal Support (include Signal echelons)
Air & Missile Defense Opns (includes echelons)
CBRNE Operations (includes echelons)
Military Police Operations (includes echelons)
Aviation Operations (includes echelons)
Cavalry Squadron and Troop Opns
Airborne and Air Assault Opns
Internment and Resettlement Opns

Airspace Control Opns
Military Information Support Opns
Civil Affairs Opns
The Law of Land Warfare
Survivability
Reconnaissance, Security and Enabling Opns
Explosive Ordnance Disposal Opns
Army Personnel Recovery Opns
Report and Message Formats (strictly procedure)
Site Exploitation Operations
Public Affairs Opns
Army Universal Task List
Ranger Opns
Antiterrorism Opns
NBC Consequence Management Opns
Convoy Operations
Countermobility
Force Health Protection
Combined IED Defeat Opns
Cyber/EM Activities
Security Force Assistance
Special Operations Aviation Opns
Special Forces Opns
Quartermaster Brigade Opns
Multinational Opns

Important Regulations

ARMY REGULATIONS

1-100	Gifts and Donations	670-1	Wear and Appearance of Army Uniforms
1-101	Gifts and Distribution to Individuals	700-84	Issue and Sale of Personal Clothing
135-178	Enlisted Administrative Separations	702-11	Army Quality Program
135-7	Incentive Programs	702-11	Army Quality Program
190-13	The Army Physical Security Program	750-1	Army Materiel Maintenance Policy
20-1	Inspector General Activities and Procedures	840-1	Department of the Army Seal
215-3	Nonappropriated Funds Personnel Policy	840-10	Flags
220-45	Duty Rosters	930-1	USO
25-400-2	Army Records Information Management System	930-4	Army Emergency Relief
25-50	Preparing and Managing Correspondence	930-5	Red Cross
25-52	Authorized Abbreviations, Brevity Codes, and Acronyms		
27-10	Military Justice		
Doctrine 2015 ADP / ADRP			
350-1	Army Training and Leader Development	1	The Army
350-30	Code of Conduct	1-02	Operational Terms and Military Symbols
350-9	Overseas Deployment Training	2-0	Intelligence
37-104-4	Military Pay and Allowances Policy	3-0	Unified Land Operations
385-10	The Army Safety Program	3-05	Special Operations
385-63	Range Safety	3-07	Stability
5-17	The Army Ideas for Excellence Program	3-09	Fires
525-13	Antiterrorism	3-28	Defense Support of Civil Authorities
525-29	Army Force Generation	3-37	Protection
530-1	Operations Security	3-90	Offense and Defense
55-46	Travel Overseas	4-0	Sustainment
600-20	Army Command Policy	5-0	The Operations Process
600-25	Salutes, Honors, and Visits of Courtesy	6-0	Mission Command
600-3	The Army Personnel Development System	6-22	Army Leadership
600-60	Physical Performance Evaluation System	7-0	Training Units and Developing Leaders
600-8-10	Leaves and Passes		
TC			
600-8-19	Enlisted Promotions and Reductions		
600-8-2	Suspension of Favorable Personnel Actions	25-10	Leader's Guide to Lane Training
600-8-22	Military Awards	25-26	Land Navigation
600-8-8	The Total Army Sponsorship Program	26-6	Commanders Equal Opportunity Handbook
600-85	The Army Substance Abuse Program	26-6	Commander's Equal Opportunity Handbook
600-9	The Army Body Composition Program	3-10	Commander's Tactical NBC Handbook
601-280	Army Retention Program	3-20.98	Reconnaissance Platoon Collective Tasks
608-1	Army Community Service	3-21.20	Infantry Battalion Collective Tasks
608-18	The Army Family Advocacy Program	3-21.5	Drill and Ceremonies
608-75	Exceptional Family Member Program	3-25.150	Combatives
608-99	Family Support, Child Custody, and Paternity	43-4	Maintenance Management
621-202	Army Educational Incentives and Entitlements	90-1	Training for Urban Operations
621-5	Army Continuing Education System		
623-205	Enlisted Evaluation Reporting System		
623-3	Evaluation Reporting System		
630-10	AWOL		
635-10	Processing Personnel for Separation		
635-200	Active Enlisted Administrative Separations		

DA PAM**Miscellaneous**

11-31	Army Security Cooperation Handbook	Various STP	Soldiers Manual of Common Tasks Warrior 1,2,3,4
350-58	Army Leader Development Program		ALARACT MESSAGE
385-1	Small Unit Safety NCO Guide		MILPER MESSAGE
385-10	Army Safety Program		MCM-Manual for Courts Matial
385-63	Range Safety		
40-503	The Army Industrial Hygiene Program		
525-27	Army Emergency Management Program		
600-25	Noncommissioned Officer Profssional Development Guide		
600-35	Relationships Between Soldiers of Different Ranks		
600-85	Army Substance Abuse Program Civilian Services		
623-205	Noncommissioned Officer Evaluation Reporting System		
623-3	Evaluation Reporting System		
750-1	Commander's Maintenance Handbook		
750-1	Leaders Unit Maintenance Handbook		
750-3	Soldier's Guide for Field Maintenance Ops		
750-8	Army Maintenance Management System		
750-8	Army Maintenance Management System		

FIELD MANUAL

2-01.3	Intelligence Prep of the Battlefield
24-18	Tactical Single-Channel Radio Communications Techniques
3-11	Multiservice Tactics for NBC
3-21.8	Infantry Rifle Platoon and Squad
3-22.27	MK 19, 40-mm Grenade Machine Gun, MOD 3
3-22.65	Browning Machine Gun, Cal .50 M2
3-22.68	Crew Served Weapons
3-22.9	Rifle Marksmanship, M-16/M-4 Series Weapon
3-23.35	Combat Training with Pistols, M9/M11
3-25.26	Map Reading and Land Navigation
3.22-27	MK19, 40-mm Grenade Machine Gun
3.22.68	Crew Served Weapons
4-25.11	First Aid
5-02	Operational Enviroment
5-19	Composite Risk Management
7-15	Army Universal Task List
7-21.13	The Soldier's Guide
7-22	Army Physical Readiness Training
7-22.7	Army Noncommissioned Officer Guide

Army Programs

TRANSITION ASSISTANCE

The Army Career and Alumni Program (ACAP) serves as the commander's primary agency for developing, coordinating and delivering transition employment services. It supports eligible soldiers, DA Civilians and their families. The ACAP consists of a Transition Assistance Office (TAO) and a job assistance center. The TAO must be the first step in the transition process. The TAO provides individual transition plans, integrates installation services and provides quality control to the transition process. The job assistance center is the contracted installation service provider delivering job search skills and access to a national and local job resource database and career counseling. Through the services of ACAP, the Army shows that it does take care of its own. ACAP provides assistance to individuals leaving active duty as well as DA Civilian employees who are also transitioning to the work force as private citizens. The Army Community Service provides these services on installations that do not have ACAP offices.

References: DoDD 1332.35, AR 608-1

EQUAL OPPORTUNITY

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

- Provide EO for military personnel and family members, both on and off post and within the limits of the laws of localities, states and host nations. AR 600-20, Chapter 6 provides further information.
- Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty and shared sacrifice of the men and women of America's Army.

EQUAL EMPLOYMENT OPPORTUNITY

The Equal Employment Opportunity (EEO) Program has similar goals as the EO Program but is designed to assist and protect the civilians supporting the Army and Department of Defense. It ensures equal opportunity in all aspects of employment for Army civilian employees and applicants for employment. Employment policies and practices in DA will be free from unlawful discrimination based on race, color, religion, sex, age, national origin, or handicap. The basic principle of equal employment opportunity underlies all aspects of the civilian personnel management program in the Army. The implementation of the program allows civilian employees to make complaints when they believe they have been discriminated against. More information is available in AR 690-12 and AR 690-600. "We want our army to be society's model of fair treatment. We want to assure that all soldiers are treated fairly, not because it is necessary but because it is right."

EDUCATION

- The Army Continuing Education System (ACES) provides educational programs and services to support the professional and personal development of soldiers, adult family members and DA Civilians. ACES programs help to improve the combat readiness of America's Army by expanding soldier skills, knowledge and aptitudes to produce confident, competent leaders.

- Education programs and services support the enlistment, retention and transition of soldiers. ACE instills the organizational value of education within the Army. It promotes the professional and personal value of education to the individual soldier. Education centers provide support for all military, civilian and family members through local community colleges and universities.

References: AR 600-20 Chp. 6

ARMY SUBSTANCE ABUSE PROGRAM

The Army Substance Abuse Program (ASAP) is a comprehensive command program providing assistance to active duty and retired service members and their families with substance abuse problems. Command involvement throughout the identification, referral, screening and evaluation process is critical. ASAP participation is mandatory for soldiers who are command referred. Refusal to participate constitutes violation of a direct order. Soldiers who fail to participate in or fail to respond successfully to rehabilitation must leave the Army. Soldiers begin rehabilitation through voluntary (self-referral), command referrals, biochemical, medical and investigation and apprehension. Commanders must refer all soldiers for an evaluation if they suspect a problem may exist. This includes knowledge that a soldier was convicted of Driving While Intoxicated (DWI) off post or out of state. Referral is not punishment and commanders should not wait until the matter is resolved in court.

An ASAP counselor will conduct an initial screening evaluation interview as soon as possible with any soldier being referred to the ASAP and will recommend one or more of the following:

- Counseling by the unit commander.
- Referral to another agency such as ACS or Mental Health.
- No ASAP service required.
- Enrollment in ASAP rehabilitation. The commander's attitude and involvement are critical in the rehabilitation process. The commander must ensure that soldiers suspected of having substance abuse problems have the chance for evaluation and treatment. The objectives of rehabilitation are to return the soldier to full duty as soon as possible and identify those who cannot be rehabilitated. Rehabilitation of substance abusers is a command responsibility. For more information see AR 600-85.

References: AR 600-85

ARMY EMERGENCY RELIEF

The Army Emergency Relief (AER) is a non-profit organization. It is dedicated to providing assistance to –

- Active duty soldiers and their dependents.
- Soldiers of the Army National Guard and US Army, Reserve on active duty for more than 30 days and their dependents.
- Retirees and their dependents.
- Surviving spouses and orphans of soldiers who died while on active duty or after they retired. B-10. AER can usually help with emergency needs for: rent, utilities (not including phone or cable television), food, emergency travel, emergency POV repair, up front funeral expenses of parents, spouse or child and emergency medical or dental expenses. AER cannot help with: nonessential needs, ordinary leave or vacation, fines or legal expenses, debt payments, home purchases or improvements, purchase, rental, or lease of a vehicle, funds to cover bad checks and marriage or divorce. B-11. Active duty soldiers who need assistance may get the appropriate form (DA 1103) at their unit obtain the commander's authorization. Unaccompanied dependents, surviving spouses or orphans, retirees and others not assigned to or under control of your installation may get forms at the AER office. All applicants need their military ID card and substantiating documents (i.e., car repair estimate, rental contract, etc.). Army

members can also receive assistance at any Navy Relief, Air Force Aid Society or Coast Guard Mutual Assistance Office. If not near a military installation, soldiers can receive assistance through the American Red Cross. For more information see AR 930-4.

References: AR 930-4

QUALITY OF LIFE PROGRAMS

Quality of life (QOL) is dedicated to the precept that the Army's number one operational resource must be taken care of. A number of programs improve Army Quality of Life.

ARMY SPONSORSHIP PROGRAM

The Army Sponsorship Program provides the structure for units to welcome and help prepare soldiers for their new duty station in advance of their actual arrival. Not only does the program help a soldier learn about his new assignment but the sponsor (appointed by the commander to assist the incoming soldier) may also send housing or local schools information to the incoming soldier. The sponsor is the key to helping the new soldier and his family get comfortably settled as quickly as possible, thereby putting his mind at rest so he can concentrate on his military duties as soon as possible. Sponsorship programs include the following:

- In-Sponsorship.
- Out-Sponsorship.
- Reactionary Sponsorship.
- Rear Detachment Sponsorship.
- New Manning Systems.
- Unit Sponsorship. For more information on Army Sponsorship see AR 600-8-8 and your unit Sponsorship Program proponent.

BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS)

- Better Opportunities for Single Soldiers (BOSS) is a program that supports the overall quality of single soldier's lives. BOSS identifies well-being issues and concerns by recommending improvements through the chain of command. BOSS encourages and assists single soldiers in identifying and planning for recreational and leisure activities. Additionally, it gives single soldiers the opportunity to participate in and contribute to their respective communities. The Three Pillars of BOSS are the following:
- Recreation Activities may be planned by the BOSS committee or by the BOSS committee working in conjunction with other Morale, Welfare and Recreation activities. Soldiers will assume a lead role in planning BOSS events. Events should be planned that meet the needs and desires of the single soldiers.

Community Service:

- The BOSS committee may elect to participate in community programs or projects that make a difference in the lives of others, in the community and ultimately, in themselves. The service will be voluntary in nature and in accordance with the installation volunteer program. The program can be implemented in support of existing or established volunteer programs or programs developed by the BOSS committee.

Quality of Life: For single soldiers

- QOL includes those actions soldiers take that directly or indirectly enhance their morale, living environment, or personal growth and development. The QOL issue identified or raised during the BOSS meetings will be directed to the appropriated command or staff agency for resolution on the installation.

AMERICAN RED CROSS

Today's American Red Cross service to the armed forces is keeping pace with the changing military through its network of 900 local chapters and 109 offices located on military installations. Both active duty and community-based military can count on the Red Cross to provide emergency communication services around-the-clock, 365 days a year, keeping the service member and his/her family in touch across the miles. Although we are most familiar with the Red Cross messages when there is a family emergency, the Red Cross also provides access to financial assistance through the military aid societies, counseling, information and referral and veteran's assistance.

The Red Cross often conducts blood drives and offers a full menu of disaster and health and safety training courses. These activities are available to service members and their families at Red Cross chapters and on military installations. For additional information on Red Cross programs and services go to www.redcross.org and click on AFES (Armed Forces Emergency Services) or call toll free 1-877-272-7337.

ARMY COMMUNITY SERVICE (ACS)

Army Community Service (ACS) centers are the hub for social service programs designed to meet the needs of the America's Army family. The ACS mission is to assist commanders in maintaining readiness of individuals, families and communities within the America's Army family. They do this by developing, coordinating and delivering services. These services promote self-reliance, resiliency and stability during war and peace. ACS programs are increasingly prevention oriented, with an emphasis on working more closely with commanders. Federal law, executive order and DOD policy mandate many of the programs provided by ACS. The following ACS programs exist at Army installations worldwide—

- Mobilization and Deployment Assistance.
- Information, Referral and Follow-up Program.
- Relocation Assistance Program (RAP).
- Consumer Affairs and Financial Assistance Program (CAFAP).
- Family Member Employment Assistance Program (FMEAP).
- Exceptional Family Member Program (EFMP).
- Family Advocacy Program (FAP).
- Pre/Post Mobilization Support.
- Army Family Team Building (AFTB).
- Volunteers.
- Family Readiness Group (FRG) Program.
- Army Family Action Plan Program (AFAP). “Knowing where to get answers is just as important as having them.”

The Morale, Welfare and Recreation (MWR) program improves unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life and providing recreational, social and other support services for soldiers, civilians and their families. During peacetime, the scope of MWR includes sports activities, recreation centers, libraries, clubs, bowling centers, golf centers, outdoor recreation, arts and crafts and entertainment. During war and operations other than war, the MWR network provides services to the theater of operations. These services are in the form of unit recreation, library book kits, sports programs and rest areas at brigade level and higher. Military and civilian MWR personnel staff these activities and services. The MWR network also provides facilities such as unit lounges, recreation centers with snack bars and activity centers for soldiers that house a number of MWR functions.

ARMY FAMILY ACTION PLAN

The Army Family Action Plan (AFAP) is input from the people of the Army to Army leadership. It's a process that lets soldiers and families say what's working, what isn't AND what they think will fix it. It alerts commanders and Army leaders to areas of concern that need their attention, and it gives them the opportunity to quickly put plans into place to work toward resolving the issues.

- Gives commanders a gauge to validate concerns and measure satisfaction
- Enhances Army's corporate image
- Helps retain the best and brightest
- Results in legislation, policies, programs and services that strengthen readiness and retention
- Safeguards well-being

FAMILY READINESS PROGRAMS

- The mission of family readiness programs is to foster total Army family readiness, as mission accomplishment is directly linked to soldiers' confidence that their families are safe and capable of carrying on during their absence. The exchange system provides basic health, hygiene and personal care needs to soldiers and Army civilians. A wide variety of resources are available to assist spouses. Access most of these through Army Knowledge Online or your unit NCO support channel:
- Married Army Couples Program.
- Unit Family Readiness Groups.
- Family Care Plans.
- Army Family Liaison Office.

MORALE, WELFARE AND RECREATION

- Army Family Team Building.
- Army Family Action Plan Forums.
- Family Program Academies (USAR).
- Spouse's Guide to BSB and Garrison Commands.
- Army Financial Management.
- Information and Referral programs.
- Budget counseling.
- Emergency Financial Assistance Resources.
- Counseling and Counseling Referrals.
- Child and Spouse Abuse Treatment and Prevention.
- Employment Assistance.
- Exceptional Family Member Program.
- Relocation Assistance.
- Deployment and Mobilization Support.

ARMY WEIGHT CONTROL PROGRAM (AWCP)

- Each Soldier is responsible for meeting the standards in AR 600-9. Commanders and supervisors will monitor all members of their command to ensure they maintain proper body weight, body composition (body fat in relation to weight), and personal appearance.

- Soldiers that exceed the body fat standards listed in AR 600-9, Chapter 3, are considered overweight. Body fat composition will be determined for personnel:
Whose weight exceeds the screening table
When the unit commander or supervisor determines that the individual's appearance suggests body fat is excessive.
- A Soldier's entry date into the AWCP begins the day they are informed by the Command in writing
- **Once placed into the AWCP, the Soldier must lose from 3-8 pounds per month.**
- Soldiers that meet body fat standards and become pregnant will be exempt from the standards for the duration of the pregnancy plus 135 days after termination of pregnancy. Enrollment after this period still requires physician approval that the Soldier is fit for participation in a weight control program.
- Soldiers who are in the AWCP, even if they become pregnant while in the AWCP.
Are nonpromotable (when permitted by law).
Cannot be assigned as commander, CSM, or 1SG.
Are not authorized to attend PME.
- Weigh-In: Ensure every Soldier is weighed when they take the APFT or at least once every six months. Soldiers may be weighed immediately before or immediately after the APFT.

When a Soldier Exceeds Both Height/Weight and Body Fat Requirements

- Enter the Soldier into the AWCP, notify the Soldier in writing, and flag the Soldier AIW AR 600-8-22.
- Have medical personnel determine if there is a medical problem causing the Soldier's weight condition.

The First 6 Months of the AWCP

- **Verify that Soldiers are meeting the required 3-8 pounds loss each month. Soldiers that do not meet this standard after 2 consecutive months should be referred back to a medical professional to rule out medical causes for unsatisfactory weight loss and must be informed that progress is unsatisfactory and that they are subject to separation.**
Separation action can be initiated at this time at the commander's discretion.
- If, after 6 months, there is no satisfactory progress, the Soldier still exceeds AR 600-9 Tables 3-1 and 3-2, and if there is no medical condition identified, **initiate a Bar to Reenlistment or administrative separation proceedings.**

After the First 6 Months in the AWCP

- If, after 6 months, there is satisfactory progress (3-8 **pounds per month**) or the Soldier is at or below their weight in, **but they still exceed the body fat standard**, the Soldier will be continued in the AWCP.

After Removal from the AWCP

- If a Soldier exceeds body fat standards with no underlying medical condition...
 - a) Within 12 months after removal from the AWCP, **initiate separation proceedings.**
 - b) After 12 months and before 36 months after removal from the AWCP, **enter the Soldier on a 90-day probationary period.**

Counseling

References

FM 6-22, Army Leadership. (12 Oct 06)

AR 623-3, Evaluation Reporting System. (10 Aug 07)

DA PAM 623-3, Evaluation Reporting System. (13 Aug 07)

- Counseling is a process used by leaders to review with a subordinate the subordinate's demonstrated performance and potential. It is one of the most important leadership development responsibilities for Army Leaders.
- Raters will counsel rated personnel within 30 days after the beginning of the rated period. At a minimum, the initial counseling will include the rated Soldier's duty description and the performance objectives to obtain. The discussion will also include the relationship of the duty description and objectives with the organization's mission, problems, priorities, and similar matters.

Event Counseling

- Counseling caused by an event of any type, positive, neutral, or negative.
Examples include:

a. Prior to a Soldier attending a board

b. Reception and Integration counseling is designed to welcome and orient new leaders and Soldiers when they arrive at the unit and should include:

- Familiarization with the chain of command
- Organizational standards
- Security and safety issues
- NCO Support Channel (who is in it and how it is used)
- On- and off-duty conduct
- Personnel/personal affairs/initial and special clothing issue
- Organizational history, structure, and mission

Soldier programs in the organization (Soldier of the Month ,etc)and education/training opportunities

- Off limits/danger areas
- Functions and locations of support activities
- On- and off-post recreational, educational, cultural, and historical opportunities.
- Foreign nation or host nation orientation.

Superior or substandard performance

- Crisis counseling⁵ helps a Soldier with immediate, short-term needs after receiving negative news, such as a family death. It involves listening and providing support services, such as funding for a emergency flight home or referral to a chaplain.
- Referral counseling⁶ is geared toward helping prevent a problem from becoming unmanageable by identifying the problem, identifying the proper support system, and referring the Soldier to receive help.
- Promotion counseling⁷ is required for specialists and sergeants who are eligible for advancement without waivers, but not recommended for promotion.
- Separation counseling⁸ may involve informing the Soldier of administrative actions available to the commander for substandard performance and the consequences of those admin actions. This may not apply when a Soldier has engaged in serious misconduct. Counseling with a view toward separation (done when rehabilitative efforts fail) is an administrative requirement to many administrative discharges and is a final warning to a Soldier. See AR 635-200, 2-2 for separation notification procedures.

NONJUDICIAL PUNISHMENT

Reference

AR 27-10, Military Justice. (16 Nov 05)

General: The authority to impose nonjudicial punishment charges a commander with the responsibility of exercising commander's authority in an absolutely fair and judicious manner.

Types of Article 15s (Company Grade)

Summarized

- Use of Summarized Article 15: A summarized Article 15 will be used when a commander determines, after a preliminary investigation, that punishment is appropriate and the offense isn't significant enough for a formal Article 15.
- Punishment Limitations:
 - (1) Extra duty for up to 14 days
 - (2) Restriction for up to 14 days
 - (3) Oral Reprimand or Admonition
 - (4) Any combination of the above

Steps to a Summarized Article 15:

- Preliminary Inquiry
- Notification and Explanation of Rights
- Decision Period
- Hearing
- Appeal (No more than 5 calendar days)
- Record and filing of DA Form 2627-1

Formal Company-Grade

- Use of a Formal Company-Grade Article 15: A formal Article 15 will be used if the Soldier is an officer OR if the commander determines that the offense is deserving of a punishment greater than what is provided by a summarized Article 15.

Suspension

- A portion or all of the punishment is enacted, but suspended. This is a probation period to provide the Soldier a reprieve or to determine whether he or she deserves a remission of the suspended punishment.
- **You can only suspend a reduction or forfeiture within 4 months after imposing the punishment. Suspension of punishment may not be for a period longer than 6 months for formal, and 3 months for summarized.**

Table 3-1
Maximum punishments for enlisted members and commissioned officers

Maximum punishment	Imposed by company grade officers	Imposed by field grade officers	Imposed by field grade and general officers	Imposed by general officers or GCMCAs
For enlisted members¹—				
Admonition/reprimand	Yes		Yes	
AND Extra duties	14 days		45 days	
AND Restriction	14 days		60 days	
or Correctional custody ² (E-1 through E-3)	7 days		30 days	
or Restricted diet confinement (E-1 through E-3 attached or embarked on vessel)	3 days		4 days	
AND Reduction (E-1 through E-4)	one grade		one or more grades	
Reduction (E-5 through E-6)			one grade in peace time ⁴	
AND Forfeiture ³	7 days' pay		1/2 of 1 month's pay for 2 months	
For commissioned officers—				
Admonition/reprimand	Yes	Yes		Yes
AND Arrest in quarters	No	No	30 days	
or Restriction	30 days	30 days		60 days
AND Forfeiture	No	No		1/2 of 1 month's pay for 2 months
Computing monthly authorized forfeitures of pay under UCMJ, Art. 15				
For forfeiture on enlisted persons—	When forfeiture is imposed by major or above—	Use the formula—	(Monthly basic pay ^{5,6}) divided by 2—the maximum forfeiture per month.	The amount will be rounded to the next lower whole dollar.
For forfeiture on commissioned officers—	When forfeiture is imposed by a captain or below—	Use the formula—	(Monthly basic pay ^{5,6}) x 7 divided by 30—the maximum forfeiture per month.	The amount will be rounded to the next lower whole dollar.
	When forfeiture is imposed by an officer with general court-martial jurisdiction, or by a general officer in command—	Use the formula—	(Monthly basic pay ⁵) divided by 2—maximum authorized forfeiture per month.	The amount will be rounded to the next lower whole dollar.

Notes:

¹ The maximum punishment that can be imposed by any commander under summarized procedures will not exceed extra duty for 14 days, restriction for 14 days, oral reprimand, or any combination thereof. Combinations of extra duties and restriction cannot exceed the maximum allowed for extra duty.

² Subject to limitations imposed by superior authority and presence of adequate facilities under AR 190-47. If punishment includes reduction to E-3 or below, reduction must be unsuspended.

³ Amount of forfeiture is computed at the reduced grade, even if suspended, if reduction is part of the punishment imposed. For RC Soldiers, use monthly basic pay for the grade and time in service of an AA Soldier (see para 20-9).

⁴ Only if imposed by a field grade commander of a unit authorized a commander in the grade of O-5 or higher. In the RC, reduction is only authorized from grade E-5. For RC Soldiers of grade E-6 and higher, reduction is authorized only if the grade from which the Soldier is reduced is within the promotion authority of the officer imposing the reduction.

⁵ In the case of commissioned officers and warrant officers, admonitions and reprimands given as nonjudicial punishment must be administered in writing paragraph 5c(1), part V, MCM, 2008.

⁶ At the time punishment is imposed.

BAR TO REENLISTMENT

References

AR 601-280, Army Retention Program. (15 Sep 11)

- Purpose: Only Soldiers of high moral character, personal competence, and demonstrated adaptability to the requirements of the professional Soldier's moral code will be reenlisted in the Active Army. All Soldiers should be evaluated under the —whole personal concept, as set out in paragraph. Soldiers who cannot, or do not, measure up to such standards, but whose separation under proper administrative procedures is not warranted at the present time, will be barred from further service.
- Explanation: The Bar to Reenlistment is not a punitive action but is designed for use as a rehabilitative tool. Imposition of a Bar to Reenlistment does not preclude administrative separation at a later date. The Bar to Reenlistment should be initiated prior to a separation or judicial/no judicial action because it is intended to Put the Soldier on notice that:
 - He or she is not a candidate for reenlistment.
 - He or she may be a candidate for separation if the circumstances that led to the Bar to Reenlistment are not overcome. Soldiers will be advised exactly what is expected in order to overcome the Bar to Reenlistment and be given explicit timetables to overcome the reasons for the bar.

Criteria

- Commander's should look for the following criteria when considering a Bar to Reenlistment:
- Soldiers that cannot be trained; Fails to accomplish basic tasks of PMOS; do not qualify to be a supervisor; APFT failure; Weapons failure.
- Soldiers that are unstable.
- Single Parents/Dual-Married Soldiers that fail to have a Family Care Plan on file within 2 months from date of counseling.

Reasons for a Bar

- Soldiers may be barred from reenlistment for one or a combination of the below listed infractions or reasons. This listing provides examples of the rationale for the imposition of a bar and is not intended to be all-inclusive. Examples are—
- Lateness to formations, details, or assigned duties.
- AWOL for 1- to 24-hour periods.
- Losses of clothing and equipment.
- Substandard personal appearance.
- Substandard personal hygiene.
- Continuous indebtedness, reluctance to repay, or late payments.
- Article 15(s).
- Frequent traffic violations.
- An excessive number of sick calls without medical justification.
- Lateness returning from pass or leave.
- Cannot follow orders; shirks responsibilities; takes too much time; is recalcitrant.
- Cannot train for a job; apathetic; disinterested.
- Cannot adapt to military life; uncooperative; involved in frequent difficulties with fellow Soldiers.
- Failure to manage personal, marital, or family affairs. This includes failure to respond to duty requirements because of parenthood or custody of dependents (minor or adult).

- Causes trouble in the civilian community.
- Involvement in immoral acts.
- Personal behavior brings discredit upon his unit or the Army.
- Failure to achieve individual weapons qualification.
- Failure to pass the Army's Physical Fitness Test for record.
- Loss of qualification in PMOS when HRC-Alexandria (AHRC-EPR-F) has determined that reclassification is not appropriate because the Soldier cannot be retrained into a new MOS.
- Noncompetitive for promotion
 - (1) Slow rank progression resulting from a pattern of marginal conduct or performance.
 - (2) No demonstrated potential for future service (repeated counseling statements or other indicators).
 - (3) No demonstrated ability to keep pace with others of the same Career Management Field.
 - (4) Declines attendance in professional development courses such as PLDC, BNCOC, ANCOG, and so on.
 - (5) Not recommended for promotion by unit commander.
 - (6) Lack of potential to become a supervisor or senior technician.

Mandatory Bars

- **Commanders will initiate bar to reenlistment or separation proceedings (per AR 635-200) against soldiers who—**
- Do not make satisfactory progress in the Army Weight Control Program (see AR 600-9)
- Fail two consecutive APFT (see AR 350-41).
- Are removed for cause from NCOES.

Sergeant's Time Training

Sergeant's Time Training (STT) affords a prime opportunity for developing our first line leaders while they gain confidence of their soldiers.

WHY IT IS

NCOs are the primary trainers of our soldiers. Sergeant's Time Training (STT) affords a prime opportunity for developing our first line leaders while they gain confidence of their soldiers. Active Component commanders should institute STT as a regular part of the units training program. This will allow NCOs to train certain tasks to their soldiers in a small group environment. Tasks must crosswalk all the way to the Battalion Mission Essential Task List (METL) and commanders must direct their focus on the Quarterly Training Guidance.

STT is an excellent tool in preparing our soldiers to fight and win our Nation's wars in combat operations. Commanders should set this time aside exclusively for the NCO leadership to train their soldiers (squads, sections, crews and teams) on METL related tasks under realistic as possible conditions. In combat, it will be the first line leaders that ensure steady and precise execution by our soldiers. NCOs and their soldiers must have the confidence that their unit can accomplish essential combat skills to standard. From STT soldiers develop greater confidence in their first line leaders and those leaders gain more confidence in themselves. Sergeant's Time Training is our best opportunity to build that leadership. Therefore, we need to use the time wisely.

WHAT IT IS

Sergeant's Time Training is hands-on, practical training for soldiers given by their NCOs. It provides our NCOs with resources and the authority to bring training publications or Technical Manuals to life and to develop the trust between leader and led to ensure success in combat. In the Active Component, the chain of command and NCO support channel support this vital training event by scheduling five uninterrupted hours of STT each week, usually conducted on Thursday mornings from 0700 - 1200 hours. In the Reserve Component, STT may be difficult to accomplish during a typical Unit Training Assembly or even during Annual Training. But even RC units should plan and conduct STT after mobilization.

WHO CONDUCTS STT

First line leaders are the primary trainers during STT and should strive for 100% of their soldier's present for training. Platoon sergeants assist in the preparation and execution of the training. Officers provide the METL and resources (time, personnel and equipment) to evaluate training and provide feedback to commanders. Senior NCOs should protect this program against distractions and provide leadership and guidance as necessary to the first line leader. They must train their soldiers to standard (not to time) oriented on specific tasks to provide the important one-on-one exchange between NCO leaders and their soldiers.

WHAT TRAINING OCCURS DURING STT

NCOs conduct a training assessment and recommend what MOS soldier task or crew and squad collective training they need to conduct during STT. Topics are based on the small unit leader's assessment of training areas that need special attention. The small unit leader recommends the subjects for Sergeant's Time Training at unit training meetings so that the training can be identified, resourced and rehearsed prior to execution. The commander puts this training on the training schedule four to six weeks prior to execution. Schedule resources for the training four weeks before the training.

NCO RESPONSIBILITIES

Command sergeants major will monitor and provide detailed guidance for STT, provide technical expertise, check training to ensure standards are established and maintained and advise both commanders and first sergeants on their program. Preparation is the key to a successful training session and program.

First sergeants will ensure that NCOs scheduled to conduct training do a risk assessment and rehearse the class prior to training their soldiers.

Sergeant's Time Training may be used to train soldiers in a low-density MOS by consolidating soldiers across battalion / brigade and other organizations. The senior NCO in a low-density MOS conducts training for other soldiers holding that MOS even if he doesn't supervise the soldiers directly. Commanders and their NCOs decide on the frequency of low-density MOS training but it usually occurs once or twice a month. An example for low-density MOS training is that for supply clerks in a Transportation Battalion. Even for low-density MOS training, the Battalion CSM and each first sergeant is responsible for implementation of the program.

WHAT IT IS NOT

Sergeant's Time Training is not company or battery time, nor is it a "round robin" training event. Company / battery annual mandatory training, physical training, inventories, weapons and routine maintenance should not occur during this time. STT should be hands on training, involving all soldiers and that builds proficiency in essential warfighting tasks. Do not have platoon sergeants as instructors; they should be checking training and ensuring it is conducted to standard. Your unit should conduct STT regularly except during extraordinary events like post-operations maintenance or during field training exercises. You may have minimum essential phone watch, CQs and guards.

A TECHNIQUE

While many units have their own, unique way of conducting STT, some aspects are universal. The training will be standard oriented and not time oriented. Continue training on a task until soldiers are proficient in that task, that is, they receive a "GO" or perform the task to standard. You should use the training management cycle when developing and executing your STT. Use hands-on-training as much as possible. All first line supervisors will maintain a file with the task, conditions and standards for each task and record each soldier's proficiency in those tasks.

Supervisors maintain a Sergeant's Time Training Book with a list of collective and individual tasks their squad/section/team/crew must be proficient in to support their Battery/Company METL. Rate each task as "T" (trained), "P" (needs practice), or "U" (untrained). The full text of these tasks is in the appropriate MTP. This information is essential input for training assessments and training meetings.

Sergeant's Time Training is an NCO led program. The first line supervisor must be able to justify to the chain of command why he is training a selected task, such as it was a training weakness during the last FTX. You should not train on a "T" task before a "U" task. If a supervisor can justify his training plan, then the training is probably worthwhile and necessary. For example, units that are not Table VIII qualified must train on those tasks until qualified. This would be an example of a collective task that is a "U."

Have written task, conditions and standards prepared for each training event. Post the task, condition and standards so that any visitor that enters the training site knows what task is you are training and who the instructor is conducting the class. Additionally, designate a secondary instructor so the supervisor on site can brief any visitors.

At the end of Sergeant's Time Training, the supervisor will assess the training conducted and make recommendations for future training. If the task could not be trained to standard, then the supervisor should reschedule the same task for a future Sergeant's Time. Leaders should annotate the results of the STT in their leader books.

The Sergeant's Time Training Book should contain as a minimum:

- Unit METL with all collective tasks supporting each METL task and each individual task supporting each collective task.
- Critical individual tasks, must be accomplished in order to make the collective task work, must be identified.
- Lesson plan.
- A soldier sign-in accountability status sheet roster.
- A visitor sign-in roster.
- Risk assessment checklist, completed.
- The Sergeant's Time Training Book must be at your site location at all times during training.

Sergeant's Time Training equipment required at the training location includes:

- All soldiers are in the same uniform IAW, your unit's SOP.
- Operational equipment to train on (tank, aiming circle, Launcher/Loader, etc.)
- Required reference materials.
- Butcher board and writing instruments.
- Visual training aids required.

An Example Sergeant's Time Training Timeline:

- 0700 - 1130 instruction / hands-on test/ AAR after each task.
- 1130 - 1200 final AAR, return to unit area.

You as an NCO and a leader are responsible for conducting Sergeant's Time Training to standard and not to time. Your soldiers will rely on you to provide them with realistic training conducted in a field environment. Don't disappoint your soldiers by not being prepared and your STT won't be a waste of their time. This is your chance to teach your soldiers those important tasks. Set the example.

Weapon Clearing Procedures

(Updated 2013)



M16 SERIES RIFLE/ M4 SERIES CARBINE

Unloading and Clearing Procedures

1. Point weapon in a safe direction.
2. Place weapon selector lever on **SAFE**.
(NOTE: If the weapon is not cocked, lever cannot be pointed toward SAFE)

Remove magazine by depressing magazine catch button and pulling the magazine down.

3. Lock the bolt open.
(1) Pull the charging handle to the rear.

Press and hold the bottom of the bolt catch. Allow the bolt to move forward until it engages the bolt catch. Return the charging handle to the forward position. Ensure that the selector is on **SAFE**. Visually inspect the chamber to ensure it contains no ammunition. Move the bolt to move forward by pressing the upper portion of the bolt catch.

Press the ejection port cover.

M9 SEMIAUTOMATIC PISTOL

Unloading and Clearing Procedures

1. Point weapon in a safe direction.
2. Move the decocking/safety lever in the **SAFE** position.
3. Remove the magazine by pressing the magazine catch button and pulling the magazine down.
4. Push the slide serrations and fully retract the slide to remove the chambered cartridge. Lock the slide to the rear by pushing the slide stop up. Visually inspect the receiver and chamber to ensure these areas contain no ammunition. Release the slide by pushing the slide stop down. Ensure the decocking/safety lever is in the **SAFE** position.

M11 SEMIAUTOMATIC PISTOL

Unloading and Clearing Procedures

1. Point weapon in a safe direction.
2. Thumb down the decocking lever.
3. Remove the magazine by pressing the magazine catch button and pulling the magazine down.
4. Push the slide serrations and fully retract the slide to remove the chambered cartridge. Lock the slide to the rear by pushing the slide stop up. Visually inspect the receiver and chamber to ensure these areas contain no ammunition. Release the slide by pushing the slide catch lever. Thumb down the decocking lever.

M2/M2A1 (.50 CAL) MACHINE GUN

Unloading and Clearing Procedures

1. Point weapon in a safe direction.
 2. Place safety or trigger block on **S (SAFE)**.
- Lock the weapon in the single-shot mode. Unlock the bolt latch release. Move the bolt to the rear in a safe direction then raise the cover. Remove the cartridge extractor and remove the ammunition belt from the magazine.

WARNING: Round may fall to surface and possibly explode.

6. Pull and lock the bolt to the rear, leaving the retracting slide handle to the rear.
7. *(NOTE: Step 7 is for the Fixed M48 turret type and fixed type)* Move **M10** charger lock selector to the rear. Charge the weapon.

WARNING: Chamber may be hot. Use caution while inspecting T-slot

8. Visually inspect the chamber and T-slot for rounds (in darkness the gunner must feel the chamber and T-slot to ensure they are clear).
9. Press the bolt latch release and ease the bolt forward with retracting slide handle.
10. *(NOTE: Step 10 is for Fixed M48 turret type and fixed type)* Move the **M10** charger lock selector forward and pull back on the retracting slide handle until a click is heard, and then ease the bolt forward.
11. Close the cover.
12. If weapon is to be stored, press the trigger.



M240 SERIES MACHINE GUNS

Unloading and Clearing Procedures

WARNING: Under no circumstances should the safety be engaged with the bolt in the forward position. Always ensure the safety is in the **FIRE (F)** position before charging the weapon; otherwise, the weapon will become jammed when charged with the safety in the **SAFE (S)** position.

1. Point weapon in a safe direction.
2. Place the safety to **FIRE (F)** before moving the bolt/operating rod assembly. Pull the charger cable (or, with palm up, the cooking handle assembly) with the right hand fully to the rear, and ensure that the bolt locks completely to the rear. While holding the charger cable or cooking handle, place the safety to **SAFE (S)**. Release the charger cable or return the cooking handle assembly to the fully forward and locked position.
3. Push in the feed cover latches, look in a safe direction, raise the feed cover, and conduct a four-point safety check for brass, links, or ammunition.

- (1) Check the feed pawl assembly under the cover.
- (2) Check the feed tray.
- (3) Lift the feed tray and inspect the chamber.
- (4) Check the space between the face of the bolt and the chamber as well as the space under the bolt/operating rod assembly.
4. Lower the feed tray and close the feed cover, making sure it locks shut. Place the safety to **FIRE (F)**. Pull and hold the charger cable (or, with palm up, the cooking handle assembly) with the right hand to the rear while fully depressing the trigger, and ease the bolt forward to close and lock. Release the trigger. Safety must not be able to be moved to **SAFE (S)**.

*(NOTE: Be sure the bolt is forward with the safety on **FIRE (F)** when the weapon is not in use)*



M249 MACHINE GUN

Unloading and Clearing Procedures

WARNING: Under no circumstances should the safety be engaged with the bolt in the forward position. Always ensure the safety is in the **FIRE** position before charging the weapon; otherwise, the weapon may malfunction when charged with the safety in the **SAFE** position.

1. Point weapon in a safe direction.
2. Move the safety to **FIRE** position (red ring showing) by pushing it to the left. With the right palm up, pull the cooking handle completely to the rear ensuring that the bolt locks to the rear. While still holding the cooking handle, move the safety to **SAFE** position (red ring hidden) by pushing it to the right. Return the cooking handle assembly to the fully forward and locked position.

3. Prior to raising the feed tray cover look in a safe direction.
 - a. Belt-fed. Raise the feed tray cover and remove any ammunition or links from the feed tray.
 - b. Magazine-fed. Push down on the magazine release tab and pull the magazine out. Then, raise the cover.

- c. Conduct a five-point safety check for brass, links, or ammunition.

- (1) Check the feed pawl assembly under the cover.
- (2) Check the feed tray.
- (3) Lift the feed tray and inspect the chamber.
- (4) Check magazine well.
- (5) Check the space between the face of the bolt and the chamber, as well as the space under the bolt and operating rod assembly.
4. Lower the feed tray and close the feed cover, making sure it locks shut. Move the safety to **FIRE** position (red ring showing) by pushing it to the left. With the right palm up, pull the cooking handle to the rear. While fully depressing the trigger with the left hand, ease the bolt forward to close and lock. Release the trigger. Safety must not be able to be moved to **SAFE**.
*(NOTE: Be sure the bolt is forward with the safety on **FIRE** when the weapon is not in use)*



MK19 GRENADE MACHINE GUN

Unloading and Clearing Procedures

1. Point weapon in a safe direction.
2. Ensure the safety switch is to the left showing **S (SAFE)**.
3. Open the cover assembly. If opening the cover after firing, look away for 3-5 seconds while opening the cover assembly.
4. If the bolt is locked to rear, lower one charging handle and pull it to the rear. Observe the bolt face for ammunition or cartridges then proceed to step 6.
5. If the bolt is not locked to the rear, pull both charging handles to the rear locking the bolt. Return only one of the charging handles to the forward, upright, and locked position leaving the other charging handle to the rear. Observe for any ammunition or spent cartridges that are still attached to

the face of the bolt or the chamber.

6. Remove any ammunition from the feed tray by reaching beneath the tray and pressing up on the primary and secondary positioning pawls. By depressing the pawls, slide the linked rounds out of the feed tray and fire throat.
7. Remove any ammunition from the bolt face by inserting a section of cleaning rod through the left side of the receiver rail. Place it on top of live round or cartridge case, as close to the bolt face as possible and "up" on the cleaning rod. This action will force the round or cartridge "up" and out of the bottom of the MK19. *(NOTE: Ensure you position a live round to catch the ejected round)*

WARNING: Do not use a bayonet to remove a cartridge case or live ammo from the bolt face. Damage could be caused to the vertical cam and the bolt face.

8. Visually observe the face of the bolt and chamber to ensure the weapon is clear of ammunition and cartridges.
9. Move the safety switch to the right showing **F (FIRE)**.
10. Maintain rearward pressure on the rear charging handle and depress the trigger, riding the bolt forward. Return the charging handle to the upright and locked position.
11. Move the safety switch back to the left showing **S (SAFE)**.
12. Close the cover assembly, ensuring the secondary drive lever is to the right. **DO NOT SLAM THE COVER!**



M203 GRENADE LAUNCHER

Unloading and Clearing Procedures

1. Point weapon in a safe direction. *(NOTE: Prior to clearing the M203, the M16 or M4 must be cleared first)*
2. Push in the barrel release lever and slide the barrel forward. Watch to see if a round extracts.
3. Move safety lever to **SAFE** position. Inspect the barrel to ensure ammunition is not present. If ammunition is present, grasp the rim of the cartridge and pull it rearward of the barrel.
4. Pull barrel rearward until it locks in the closed position. Visually inspect the safety lever is in the **SAFE** position.



M320 GRENADE LAUNCHER

Unloading and Clearing Procedures

1. Point weapon in a safe direction. *(NOTE: Prior to clearing the M320, the M16 or M4 must be cleared first)*
2. Move the safety lever to the **SAFE (S)** position.
3. Press the barrel release and allow the barrel to swing out to the left of the receiver.
4. Inspect the barrel to ensure ammunition is not present. If ammunition is present, grasp the rim of the cartridge and pull it rearward out of the barrel.
5. Pivot the barrel into the receiver until it locks in the closed position. Visually ensure the safety is in the **SAFE (S)** position.

M68 Scope Principles



Description: Electrical Red Dot sight for the M16/M4 series weapons

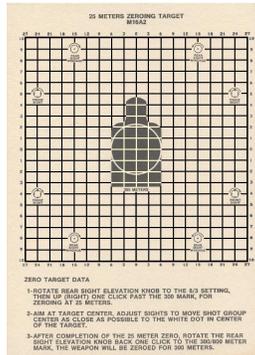
Optic: 100% Parallax Free, Anti-Reflective Coated Lens System (**BEYOND 50 METERS**)

Length: 10.24 inches (260mm) with Mount

Weight: 6.2 oz (175g)

Battery Life: 3-20 Days

1. Elevation (1 click @ 25m = 4mm) (clockwise = down)
2. Windage (1 click @ 25m = 4mm) (clockwise = left)
3. Sight picture = Red dot center mass



NOTE: USE ONLY THE M16A2 ZERO TARGET

TA01NSN 4X32 ACOG SCOPE 1

DESCRIPTION

The TA01NSN ACOG is designed to provide enhanced target identification and hit probability for the M4A1 carbine out to 600 meters (approximately 654 yd). Although it is designed primarily for use during the day, it has a tritium illuminated reticle for night and low-light use. The ACOG scope is topped with a set of iron sights

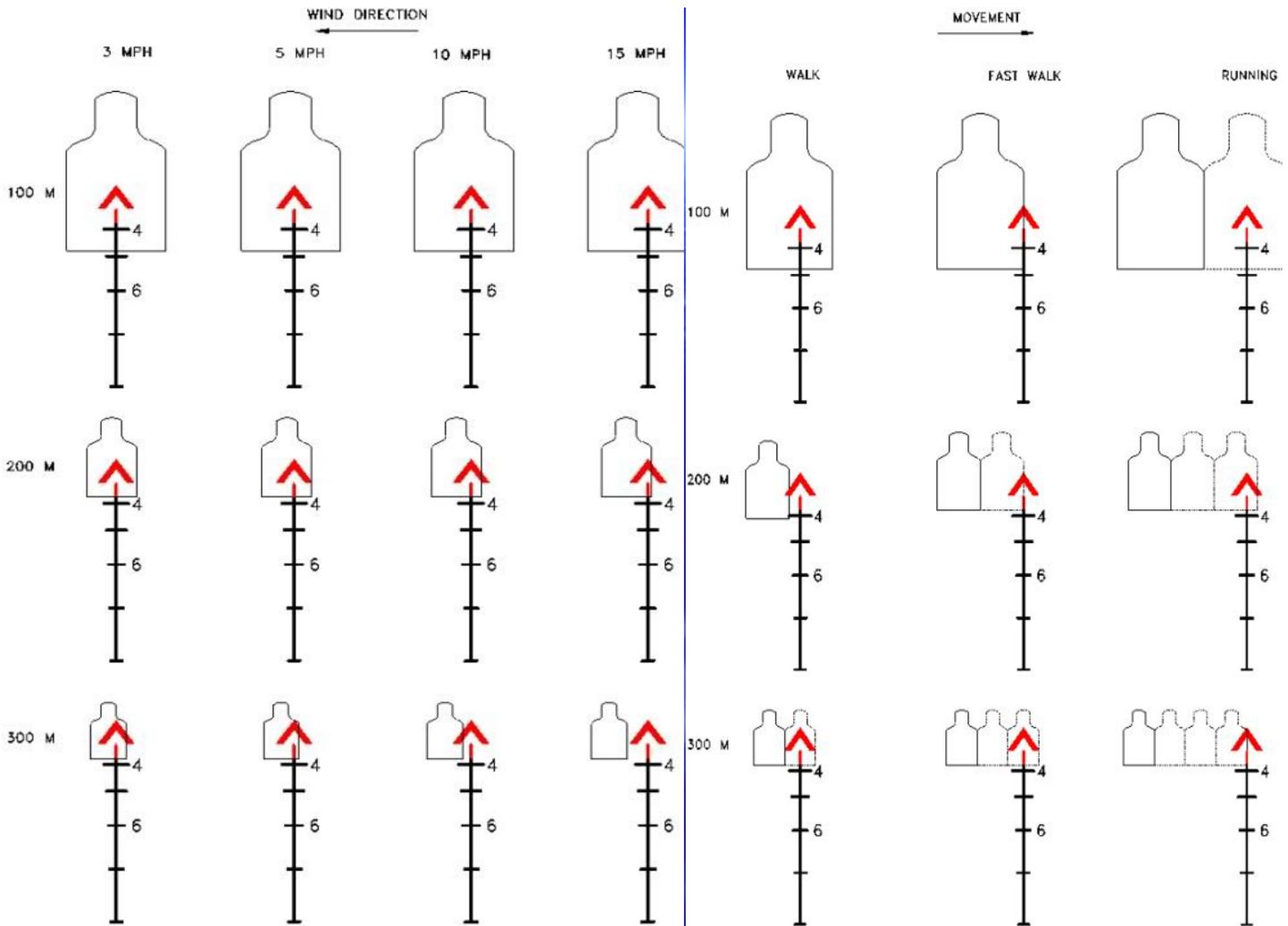


for close range engagements. The ACOG scope is a lightweight rugged, fast and accurate 4-power optic scope. The body is machined from aluminum forgings; both the material and finish are identical to the M4A1. It is internally adjustable to allow the shock of rough handling to be carried by the scope body and not the adjustment mechanism.

Objective Lens: 32mm
Magnification: 4 power
Eye Relief: 1.5 in

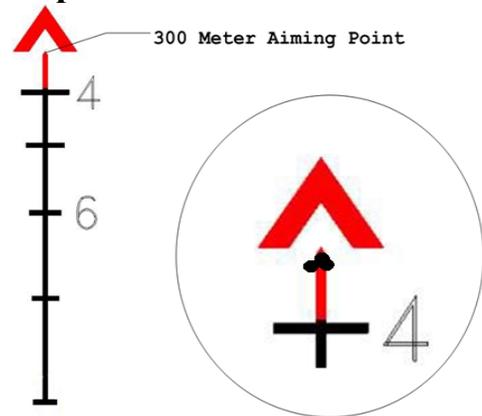
Exit Pupil: 8mm
Field of View: 36.8ft @ 100m
Length: 5.8 in
Weight: 9.9 oz
Waterproof: 66ft

If a 100 meter range is not available the TA01NSN ACOG may also be zeroed a 25 meters if the 300 meter mark is used as the POA/POI. A 25 meter zero is less precise than a 100 meter zero.



- Establish a 25 meter target.
- Use a good prone supported firing position if possible.
- Fire 3 single rounds using the tip of the 300m Post. (retighten then fire 3 more rounds before determining initial adjustment)
- Make adjustments for a point of impact 1cm below point of aim.
- 12 “clicks” equals approximately 1 inch @ 25 meters for both windage and elevation.

- **Important: Obtain an accurate zero**

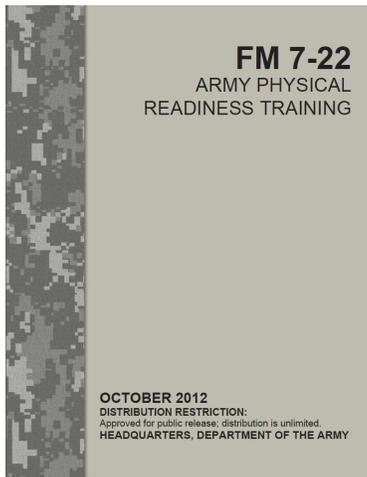


References:

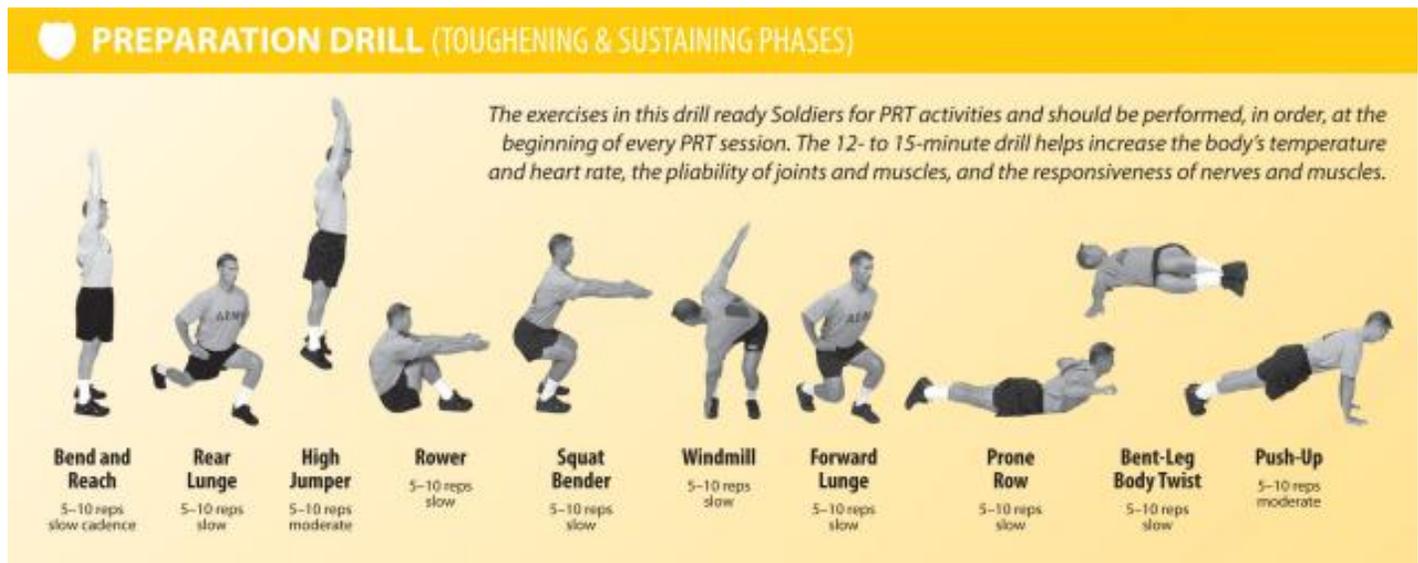
FM 3-22.9	8/12/2008	RIFLE MARKSMANSHIP, M16-/M4-SERIES WEAPONS
FM 3-22.27	11/28/2003	MK 19, 40-mm GRENADE MACHINE GUN, MOD 3
FM 3-22.65	3/3/2005	BROWNING MACHINE GUN, CALIBER .50 HB, M2
FM 3-22.68	7/21/2006	CREW SERVED WEAPONS

Physical Readiness Training

Reference: FM7-22



Military leaders have always recognized that the effectiveness of Soldiers depends largely on their physical condition. Full spectrum operations place a premium on the Soldier's strength, stamina, agility, resiliency, and coordination. Victory—and even the Soldier's life—so often depend upon these factors. To march long distances in fighting load through rugged country and to fight effectively upon arriving at the area of combat; to drive fast-moving tanks and motor vehicles over rough terrain; to assault; to run and crawl for long distances; to jump in and out of craters and trenches; and to jump over obstacles; to lift and carry heavy objects; to keep going for many hours without sleep or rest—all these activities of warfare and many others require superb physical conditioning. Accordingly, this chapter links Army physical readiness training (PRT) to Army Force Generation (ARFORGEN).



The exercises in this drill ready Soldiers for PRT activities and should be performed, in order, at the beginning of every PRT session. The 12- to 15-minute drill helps increase the body's temperature and heart rate, the pliability of joints and muscles, and the responsiveness of nerves and muscles.

STRENGTH & MOBILITY DRILLS (SUSTAINING PHASE)

These activities are designed to improve functional strength, postural alignment and body mechanics as they relate to Soldiers' performance of Warrior Tasks and Battle Drills. Exercises should be done in order as prescribed. If additional reps are desired, the entire drill should be repeated.

Conditioning Drill 1

basic and intermediate calisthenic exercises for foundational fitness



Power Jump

5-10 reps
moderate
cadence

V-Up

5-10 reps
moderate

Mountain Climber

5-10 reps
moderate

Leg Tuck & Twist

5-10 reps
moderate

Single Leg Push-Up

5-10 reps
moderate

Conditioning Drill 2

intermediate and advanced calisthenic exercises for total-body strength and endurance



Turn & Lunge

5-10 reps
slow

Supine Bicycle

5-10 reps
slow

Half Jacks

5-10 reps
moderate

Swimmer

5-10 reps
slow

8-Count Push-Up

5-10 reps
moderate

Conditioning Drill 3

advanced calisthenic and plyometric exercises for agility, coordination and lower-body muscular strength and endurance



"Y" Squat

5-10 reps
slow

Single-Leg Dead Lift

5-10 reps
slow

Side-to-Side Knee Lifts

5-10 reps
moderate

Front Kick Alt-Toe Touch

5-10 reps
moderate

Tuck Jump

5-10 reps
slow

Straddle Run

fwd. & bkwd.
5-10 reps
moderate

Half-Squat Laterals

5-10 reps
moderate

Frog Jumps

fwd. & bkwd.
5-10 reps
moderate

Alternate-1/4-Turn Jump

5-10 reps
moderate

Alternate-Staggered Squat Jump

5-10 reps
slow

Climbing Drill 1

improves upper body strength using body weight only



Straight-Arm Pull

5-10 reps
moderate

Heel Hook

5-10 reps
slow

Pull-Up

5-10 reps
moderate



Leg Tuck

5-10 reps
slow

Alt. Grip Pull-Up

5-10 reps
moderate

Climbing drills should be performed with spotters. The goal is for a Soldier to perform at least 5 reps without one.

Climbing Drill 2

prepares Soldiers for critical tasks under fighting load



Flexed-Arm Hang

1 rep
hold for 5 sec.

Heel Hook

5-10 reps
slow

Pull-Up

5-10 reps
moderate



Leg Tuck

5-10 reps
slow

Alt. Grip Pull-Up

5-10 reps
moderate

STRENGTH & MOBILITY DRILLS (SUSTAINING PHASE) *continued...*

Strength Training Circuit

total-body training; 60-second stations around a track or PT field; 2-3 rotations

Sumo Squat 25 or 50 lbs. slow cadence	Straight-Leg Dead Lift 25 or 40 lbs. slow	Forward Lunge 10 or 20 lbs. slow	8-Count Step-Up 15 or 30 lbs. slow	Pull-Up or Straight-Arm Pull moderate or 1 rep	Supine Chest Press 15 or 40 lbs. slow	Bent-Over Row 10 or 20 lbs. slow	Overhead Push Press 15 or 30 lbs. slow	Supine Body Twist 10 or 25 lbs. slow	Leg Tuck slow
movement: Verticals	movement: Laterals (left)	movement: Laterals (right)	movement: Run	movement: Run	movement: Laterals (left)	movement: Laterals (right)	movement: Verticals	movement: Verticals	movement: Backward Run

Guerrilla Drill

develops leg power and coordination; performed continuously for 1-3 sets

Shoulder Roll 25 yds. walking and alternate rolling on opposite sides	Lunge Walk 25 yds.	Soldier Carry 25 yds. at quick time, then Soldiers switch

Push-Up & Sit-Up Drill

develops upper body strength and prepares Soldiers for APFT performance

Push-Up 2-4 sets in 30-60 sec.	Sit-Up 2-4 sets in 30-60 sec.

These activities are designed to improve functional strength, postural alignment and body mechanics as they relate to Soldiers' performance of Warrior Tasks and Battle Drills. Exercises should be done in order as prescribed. If additional reps are desired, the entire drill should be repeated.

RECOVERY DRILL (TOUGHENING & SUSTAINING PHASES)

At the end of every PRT session, recovery gradually slows the heart rate and helps prevent pooling of the blood. The drill also helps develop range of motion and stability to enhance performance, control injuries and gradually bring the body back to its pre-exercise state.

Overhead Arm Pull hold 20-30 seconds	Rear Lunge hold 20-30 seconds	Extend and Flex hold 20-30 seconds	Thigh Stretch hold 20-30 seconds	Single-Leg Over hold 20-30 seconds

At the end of every PRT session, recovery gradually slows the heart rate and helps prevent pooling of the blood. The drill also helps develop range of motion and stability to enhance performance, control injuries and gradually bring the body back to its pre-exercise state.

Army Service Uniform (ASU)



The legend goes like this. US Army dress uniform pants are a lighter blue than the coat because of the days of horseback cavalry, where they would roll their coats up and keep them in their saddle bags. The pants would get bleached a light blue in the sun, and their coats would stay dark blue. Eventually, after the days of riding, they decided that it would be a cool tribute to their past if they issued them that way.

The answer is because of the development of US army uniforms over the history of the army. The US 1831 uniform regulations designated a light blue uniform including a shell jacket and trousers for field use with a stripe on the outer seam of the trouser corresponding to the branch of service for sergeants and corporals. As was traditionally the case with frugally minded congressional budgets, light blue was cheaper to produce than the Indigo dyed wool previously used. The light blue also did not fade as badly as the dark blue. These same regulations required a dark blue coat with standing collar for full dress which had its precedent in the 1810 uniform regulations (circa War of 1812). The 1851 regulations changed the uniform to a dark blue frock coat and dark blue trousers for both enlisted men and officers. This was revised at the beginning of the Civil War in order to differentiate between officers and enlisted men by reverting to light blue trousers for enlisted men and retaining dark blue trousers for officers. This color combination was carried through until the 1910 regulations eliminated the dark blue uniform. The current change in the army uniform is following the idea of tradition previously carried forward by both the Marine Corps and the Navy by adopting color combinations that date back to the earlier history and tradition of that particular armed service.

ASU

Center the Regimental crest 1/2 inch above the nameplate or 1/4 inch above unit awards and foreign badges, if worn.

Center the nameplate horizontally on the right side between 1 and 2 inches above the top button. Adjust the nameplate to conform to individual figure differences. Center unit award with the bottom edge 1/2 inch above the top of the nameplate.

The Combat Service Identification Badge will be worn when available in place of the SSIFWTS on the ASU. The CSIB will be worn on the right side parallel to the waistline on the ASU coat. The CSIB is ranked fifth in order of precedence below Presidential, Vice Presidential, Secretary of Defense and Joint Chiefs of Staff Identification Badges. The CSIB can also be worn on the shirt when wearing the class B of the ASU.

The Overseas service bar is worn centered on the outside bottom half of the right sleeve. The lower edge of the OSB is placed 4 inches above and parallel to the bottom of the sleeve. Each additional bar is spaced 1/16 inch above and parallel to the first bar.

Distinctive unit insignia is centered on the shoulder loops an equal distance from the outside shoulder and seam to the outside edge of the button, with the base of the insignia toward the outside shoulder seam.

Place the bottom of the branch insignia disk 5/8 inch above the notch, centered on the left collar with the centerline of the insignia parallel to the inside edge of the lapel. Place the U.S. insignia disk on the right collar in the same position.

Wear badges centered 1/4 inch above the ribbons, one above the other with 1/2 inch between badges. In those instances where the coat lapel obscures ribbons, the badges may be aligned with the left edge of the ribbons.

Center ribbons on the left side with the bottom row parallel to the bottom edge of the nameplate. Third and subsequent rows may be aligned to the left to present a better appearance.

Marksmanship badges are worn with the upper portion 1/4 inch below the bottom ribbon row. If more than 1 marksmanship badge is worn, space them 1 inch apart. Special skill badges are placed to the right of marksmanship badges.

Center service stripes on the outside of the left sleeve 4 inches from the bottom. Place the service stripe at a 45-degree angle with the lower end toward the inside seam of the sleeve.

Women's Enlisted Uniform



ASU

Wear the Regimental distinctive insignia centered 1/8 inch above the top of the pocket, or 1/4 inch above any unit awards or foreign badges that are worn. When the coat label obscures the insignia, soldiers may wear the RDI aligned to the right edge of unit awards or the nameplate.

Wear foreign badges 1/8 inch above the right pocket flap, or 1/2 inch above any unit awards that are worn.

Wear unit awards centered with the bottom edge of the emblem 1/8 inch above the top of the pocket flap.

Center the nameplate on the flap of the right pocket between the top of the button and the top of the pocket.

The Combat Service Identification Badge will be worn centered on the wearers right breast pocket of the ASU coat. The CSIB is ranked fifth in order of precedence below Presidential, Vice Presidential, Secretary of Defense and Joint Chiefs of Staff Identification Badges. The CSIB can also be worn on the shirt when wearing the class B of the ASU.

The Overseas service bar is worn centered on the outside bottom half of the right sleeve. The lower edge of the OSB is placed 4 inches above and parallel to the bottom of the sleeve. Each additional bar is spaced 1/16 inch above and parallel to the first bar.

Distinctive unit insignia is centered on the shoulder loops an equal distance from the outside shoulder and seam to the outside edge of the button, with the base of the insignia toward the outside shoulder seam.

Place the bottom of the branch insignia disk 1 inch above the notch, centered on the left collar with the centerline of the insignia parallel to the inside edge of the lapel. Place the U.S. insignia disk on the right collar in the same position.

Center marksmanship badges on the pocket flap 1/8 inch below the seam. If more than one badge is worn, space them 1 inch apart. When special skillbadges are worn place them to the right of marksmanship badges.

Center service stripes on the outside of the left sleeve 4 inches from the bottom. Place the service stripe at a 45-degree angle with the lower end toward the inside seam of the sleeve.

Men's Enlisted Uniform

NOTE: This is not an actual Official DA photograph, this illustration is for training purposes only.

DA PHOTO GUIDE

REFER TO AR640-30 FOR FURTHER GUIDANCE ON WHAT TO WEAR FOR YOUR OFFICIAL PHOTO

NO INFANTRY CORDS

NO INFANTRY DISCS

WEAR ONLY **ONE** FOREIGN AWARD

WEAR ONLY CITATIONS THAT ARE **PERMANENT** AND IN YOUR RECORDS AS SUCH



ENLISTED SOLDIERS **MUST** WEAR UNIT CRESTS

NO GREEN LEADERSHIP TABS

NO FLASH BEHIND PARACHUTIST BADGE

NO FRENCH FOURRAGERE



THIS IS A 3/4 LENGTH PHOTO, SHOES WILL NOT SHOW IN THE PHOTO HOWEVER YOU **MUST HAVE** SOMETHING ON YOUR FEET OTHER THAN SOCKS

Also check out the Smartphone Apps that allows you to build your entire Army Service Uniform and shows you all the measurements.



Other Army Apps that are useful:

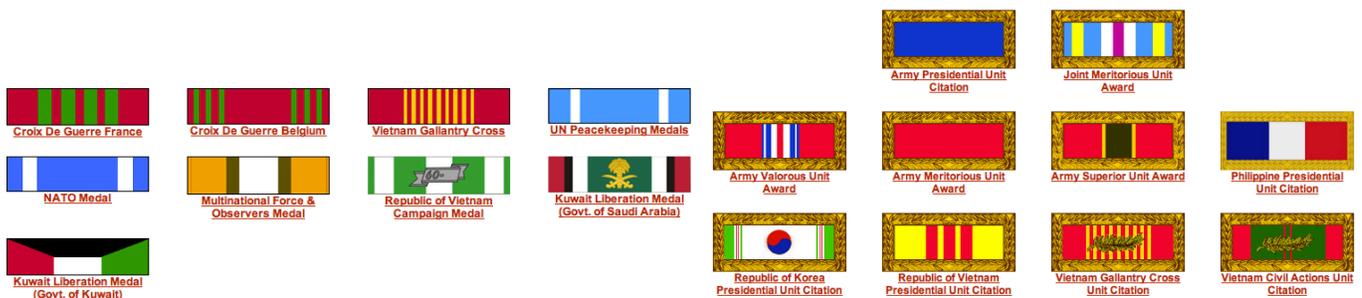
Smartphone Apps

- U.S. Army News & Information
- Army Social Media
- Army Strong Stories
- Mobile MWR
- Army OneSource Services Locator
- Army Family Action Plan Issue Search
- U.S. Army Europe
- DVIDS Military 24/7
- Army Virtual Exhibit
- Army AL&T Magazine

U.S. Army News and Information

- All Army news sections from **Army.Mil** featuring full articles with photos
- Thousands of images from the **U.S. Army Flickr**
- All video products featured on **Army.Mil**
- Army social media sites like **Twitter** and **Facebook**
- The **Army Live Blog**
- **Soldiers Magazine** issues
- **STAND-TO!**
- Podcasts
- Games
- Other **features** like Army fact files, uniforms, ranks, recruiter locator & the Army song
- Need more help? Please contact the **Army Web Team**.

Ribbons- Order of Precedence



United States Army Flag and Streamers



The United States Army flag, established by Executive Order 10670 was dedicated and unfurled for the first time by Vice President Nixon on 14 June 1956, at Independence Hall, Philadelphia. The occasion marked the 181st anniversary of the establishment of the United States Army by the Continental Congress in 1775.

The flag background is white, 4 feet 4 inches by 5 feet 6 inches, with yellow fringe. Centered on the flag is a blue replica of the original War Office seal, now the seal of the Department of the Army. UNITED STATES ARMY is inscribed in white letters on a scarlet scroll beneath the seal. The year 1775 in blue numerals is below the scroll.

The central element is a Roman cuirass, a symbol of strength and defense. The United States flag, of a design used in the formative years of the Nation, and the other flag emphasize the role of the Army in the establishment of and the protection of the Nation. The sword, esponent (a type of half-pike formerly used by subordinate officers), musket, bayonet, cannon, cannon balls, mortar and mortar bombs are representative of traditional Army implements of battle. The drum and drumsticks are symbols of public notification of the Army's purpose and intent to serve the Nation and its people. The Phrygian cap (often called the Cap of Liberty) supported on the point of the unsheathed sword and the motto "This We'll Defend" on a scroll held by the rattlesnake, a symbol depicted on some American colonial flags, signify the Army's constant readiness to defend and preserve the United States.

The 187 streamers attached to the Army Flag staff denote the campaigns fought by the Army throughout our national history. Each streamer embroidered with the designation of the campaign and the year in which it occurred. The colors derive from the campaign ribbon authorized for service in that particular war. When the United States Army flag is not being carried, the streamers are arranged in such a manner that the first (LEXINGTON 1775) and the last (NEW DAWN 2010-2011) streamers are in the center facing forward and completely identifiable.

The concept of campaign streamers came to prominence in the Civil War when Army organizations embroidered the names of battles on their organizational colors. This was discontinued in 1890, when units were authorized to place silver bands, engraved with the names of the battles, around their flag staffs. When Expeditionary Forces units in World War I were unable to obtain silver bands, General Pershing authorized the use of small ribbons bearing the battle names. In 1921, Army organizations were authorized to use campaign streamers as now used with the Army flag. Streamers used on organizational colors and the Army display flag are three feet; those displayed on the Army ceremonial flag are four feet in length.

The 187 streamers on the Army flag represent participation in the following wars and campaigns. A modified set consisting of 39 streamers are attached to the Army display flag and the Army ceremonial flag under certain circumstances (See Chapter 4, AR 840-10). The correct order of display and inscriptions are shown in AR 840-10. Campaign streamers have been authorized for the following wars:

Revolutionary War: 16 Streamers - scarlet with a white center stripe.

War of 1812: 6 Streamers - scarlet with two white stripes.

Mexican War: 10 Streamers - green with a white center stripe.

Civil War: 25 Streamers - blue and gray, equally divided.

Indian Wars: 14 Streamers - scarlet with two black stripes.

War With Spain: 3 Streamers - yellow with two blue stripes.

China Relief Expedition: 3 Streamers - yellow with blue borders.

Philippine Insurrection: 11 Streamers - blue with two red stripes.

Mexican Expedition: 1 Streamer - yellow with a blue center stripe and green borders.

World War I: 13 Streamers - double rainbow.

Asiatic-Pacific Theater: 21 Streamers - yellow with a narrow blue, white and red center stripe and a narrow white, red and white stripe on each side.

American Theater: 1 Streamer - light with a narrow blue, white and red center stripe and a narrow white, red, black and white stripe on each side.

European-African-Middle Eastern Theater: 16 Streamers - green with a brown stripe on each edge. The center has a narrow blue, white and red stripe. On the upper portion is a narrow white and red stripe with a narrow white, black and white stripe on the lower portion.

Korean War: 10 Streamers - light blue bordered on each side with white and a white center stripe.

Vietnam: 17 Streamers - yellow bordered on each side with green and three red stripes in the center.

Dominican Republic: 1 Streamer.

Grenada: 1 Streamer.

Panama: 1 Streamer. The ribbon for these streamers is the Armed Forces Expeditionary. The ribbon is light blue with a narrow blue, white and red stripe in the center. On each edge is a narrow green, yellow, red and black stripe.

Southwest Asia: 3 Streamers – tan ribbon with a black border and center stripe. On side of the black center is a green stripe. A grouping of red, white and blue stripes are centered on each side.

Kosovo: 2 Streamers - five stripes of blue, red, white, blue and red.

Afghanistan Campaign: 4 Streamers – thirteen stripes bordered emerald and center stripe old glory blue. On each side scarlet, black, white, scarlet and white.

Global War on Terrorism Expeditionary: 1 Streamer - fifteen stripes bordered bluebird and center stripe scarlet. On each side old glory blue, white, old glory blue, bluebird, golden yellow and bluebird.

Iraq: 7 Streamers - eleven stripes bordered scarlet and center stripe chamois. On each side white, green, white and black.

What is the difference between the U.S. Army Emblem and Seal?



Reference: AR 840-1

The description and symbolism of the Department of the Army seal are as follows:

Description: On a disk within a designation band, with small beads on the inner edge and larger beads on the outer edge, the inscription United States of America at top and War Office, in base, are the following elements:

In the center is a Roman cuirass below a vertical unsheathed sword, point up, the pommel resting on the neck opening of the cuirass and a Phrygian cap supported on the sword, all between on the right (left to the observer) an esparto and on the left (right to the observer) a musket with fixed bayonet crossed in saltire

behind the cuirass and passing under the sword guard. To the right (left to the observer) of the cuirass and esparton is a flag of unidentified design with cords and tassels, on a flagstaff with spearhead, above a cannon barrel, the muzzle and slanting upward behind the cuirass, in front of the drum, with two drumsticks and the fly end of the flag draped over the drumhead; below, but partly in front of the cannon barrel is a pile of three cannon balls, one and two. To the left (right to the observer) of the cuirass and musket is a national color of the Revolutionary War period, with cords and tassels, on a flagstaff with spearhead, similarly arranged above a mortar on a carriage, the mortar facing inward and in front of the lower portion of the color and obscuring the lower part of it; below the mortar are two bomb shells placed side by side. Centered above the Phrygian cap is a rattlesnake holding in its mouth a scroll inscribed This We'll Defend. Centered below the cuirass are Roman numeral MDCCLXXVIII.



The Army emblem design is derived from the Army Seal and is the official emblem to represent the Army. The emblem differs from the seal in several respects, including the following:

The emblem is displayed in color while the seal is not.

The emblem includes the inscription Department of the Army instead of the inscription War Office which is on the seal.

On the emblem, the American flag is on its own right (observers left) to reflect the current custom for display of flags. The Army flag pattern has been added to the other flag.

The Roman numerals MDCCLXXVIII which indicate the date the Army seal was adopted, were replaced with the date 1775 to reflect the date the Army was established.

The description and symbolism of the Army emblem (fig 3-1) are as follows:

Description. On a light blue disk within a gold designation band, bordered with small gold beads on the inner edge and larger gold beads on the outer edge, the inscription in dark blue letters Department of the Army at top and United States of America in base, and with phrases separated at each side by a dark dot, are the following elements:

In the center is a gold Roman cuirass below a vertical unsheathed sword, point up, the blade black and the hilt and guard gold, the pommel resting on the neck opening of the cuirass and a red Phrygian cap supported on the

sword point, all between on the right (left to the observer) a black esponton and on the left (right to the observer) a black musket with fixed bayonet crossed in saltire behind the cuirass and passing under the sword guard. To the right (left to the observer) of the cuirass and esponton is a national color of the Revolutionary War period, the union dark blue with white five-pointed stars and the stripes alternating red and white, with gold cords and tassels and gold spearhead on flagstaff, above a gold cannon barrel, the muzzle end slanting upward behind the cuirass, in front of a drum, the shell dark blue, the rims gold and the cords white, with two dark blue drumsticks, and fly end of the national color draped over the drumhead; below, but partly in front of the cannon barrel, is a pile of three black cannon balls, one and two. To the left (right to the observer) of the cuirass and musket is the United States Army Flag depicted with gold cords, tassels, and spearhead, similarly arranged above a gold mortar on a gold carriage, the mortar facing inward and over the lower portion of the United States Army Flag and obscuring the lower part of the device on the flag; below the mortar are two black bomb shells placed side by side. Centered above the Phrygian cap is a gold rattlesnake holding in its mouth a white scroll inscribed This We'll Defend in dark blue letters. Centered below the cuirass are scarlet Arabic numerals 1775.

United States Army Field Flag



Description

An ultramarine blue flag 3-foot hoist by 4-foot fly, trimmed on three sides with yellow fringe 2 1/2 inches wide. The device of the Department of the Army seal in white (without the Roman numerals) is centered. A white scroll inscribed “UNITED STATES ARMY” in scarlet is centered beneath the seal with the Arabic numerals “1775” below in white.

Background

The flag design was approved by the Under Secretary of the Army on 12 April 1962.

Authorization

The following Army headquarters, activities and installations not authorized the United States Army Flag are authorized the Army Field Flag:

- (1) Separate TOE Brigades to include Division (Forward).
- (2) Numbered TOE Commands, commanded by a General Officer.
- (3) General Officer Commands, USAR, not otherwise authorized the U.S. Army Flag.
- (4) Headquarters, U.S. Army Garrisons.
- (5) Military Assistance Advisory Groups.
- (6) Missions.
- (7) Agencies, activities and installations when commanded by a General Officer or Colonel (where no element is authorized the U.S. Army Flag or a distinguishing flag).
- (8) Army element of a joint organization when commanded by a General Officer or Colonel (provided this element has not previously been authorized the U.S. Army Flag).
- (9) Recruiting Main Stations.
- (10) U.S. Army Reserve Centers.
- (11) U.S. Army ROTC Region Headquarters.
- (12) Senior ROTC units of universities and colleges in lieu of the U.S. Army Flag with streamers.

Display

The display of the Army Field Flag is encouraged on all appropriate occasions. It may be used for ceremonies by flag-bearing units not in receipt of their permanent colors at the time of activation. Provisional units, comparable to flag-bearing units, may also use the Army Field Flag for ceremonies, but may not retain or display the flag permanently. No streamers are displayed on this flag.

Flagstaff Heads (Finials)

The flagstaff head (finial) is the decorative ornament at the top of a flagstaff.

Only the following finials are authorized for use on flags used by Army organizations:

Eagle

The eagle is used on Presidential flagstaffs.



Spearhead

The spearhead is the only device used with Army flags.



Acorn

The acorn is used on markers and marking pennants flagstaffs.



Ball

The ball is used on outdoor wall mounted flagstaffs for advertising and recruiting.

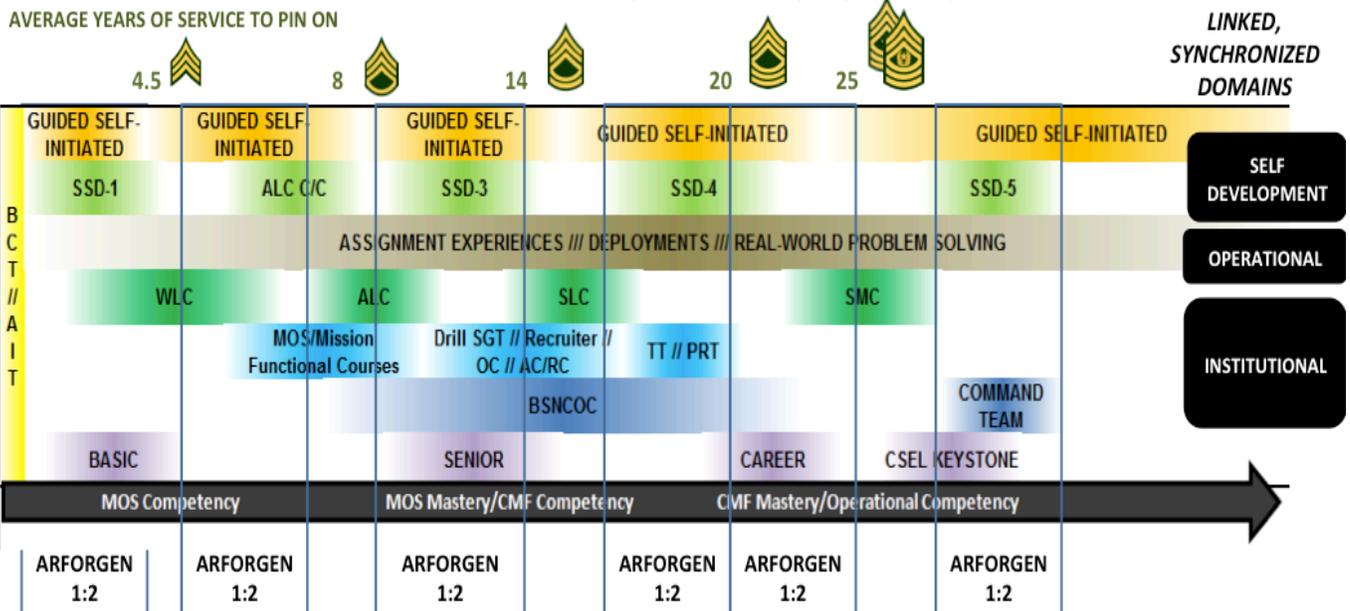


Structured Self-Development (SSD)

Basic NCO Career Timeline NCO Leader Development

2015 Environment

A deliberate, continuous, sequential, and progressive process



Balance of Education, Training, and Experiences

BASELINE

Education = PME: 12-18 months (MOS Specific)

Training = unit time prior to deployment : ~16 years

Experiences = Deployment: ~10 years

Broadening/Joint: ~5 years

- **SSD** is mandatory web-base training that continues throughout a Soldier's career and is closely linked to and synchronized with institutional and experiential learning.
- **SSD** will bridge the operational and institutional domains and set conditions for continuous growth. When fully implemented, SSD will improve Army readiness by integrating self-development into a lifelong learning approach.
- **SSD** Program links self-development needs to NCO professional development efforts by ensuring that the self-development domain is well defined, meaningful, and synchronized/integrated into the leader development process.
- **SSD** is asynchronous and exists in four levels. It is supported by a robust self-assessment and feedback process, the increased use of advance technology like the Army Career Tracker (ACT), a secure test environment, achievable requirements, and policies that set the conditions for professional growth.
- **SSD** is a centrally managed set of specified content that must be completed within specified career points as a prerequisite for attendance at Warrior Leaders Course (WLC), Senior Leader Course (SLC), and Sergeants Major Course (SMC).
- ATHD and ALMS are a Tier I helpdesk that receives the initial ticket from a Soldier and forwards it to the NCOES Domain Support (SSD Helpdesk)
 - ATHD Phone Contact: (800) 275-2872, option 3
 - ALMS Phone Contact: (877) 251-0730
 On-line Contact: Both ATHD and ALMS can be contacted from the following website
<https://athd.army.mil>

History

Information from FM 7-22.7



THE REVOLUTION TO THE CIVIL WAR

The history of the United States Army and of the noncommissioned officer began in 1775 with the birth of the Continental Army. The American noncommissioned officer did not copy the British. He, like the American Army itself, blended traditions of the French, British and Prussian armies into a uniquely American institution. As the years progressed, the American political system, with its disdain for the aristocracy, social attitudes and the vast westward expanses, further removed the US Army noncommissioned officer from his European counterparts and created a truly American noncommissioned officer.

The Revolution

In 1778, during the long hard winter at Valley Forge, Inspector General Friedrich von Steuben standardized NCO duties and responsibilities in his *Regulations for the Order and Discipline of the Troops of the United States* (printed in 1779). His work, commonly called the Blue Book, set down the duties and responsibilities for corporals, sergeants, first sergeants, quartermaster sergeants and sergeants major, which were the NCO ranks of the period. The Blue Book also emphasized the importance of selecting quality soldiers for NCO positions and served a whole generation of soldiers as the primary regulation for the Army for 30 years.

The Civil War to World War 1

During the Civil War, noncommissioned officers led the lines of skirmishers that preceded and followed each major unit. NCOs also carried the flags and regimental colors of their units. This deadly task was crucial to maintain regimental alignment and for commanders to observe their units on the field. As the war progressed, organizational and tactical changes led the Army to employ more open battle formations. These changes further enhanced the combat leadership role of the noncommissioned officer. New technology shaped the Army during the Civil War: railroads, telegraph communications, steamships, balloons and other innovations. These innovations would later impact the noncommissioned officer rank structure and pay.

In the post-Civil War era the Artillery School at Fort Monroe reopened to train both officers and noncommissioned officers. In 1870 the Signal Corps established a school for training officers and noncommissioned officers. Because both the Artillery and the Signal Corps required soldiers to have advanced technical knowledge to operate complex equipment and instruments, these were the first schools established. Efforts to provide advanced education for noncommissioned officers in other less technical fields, however, failed to attract supporters. Army leaders thought experience and not the classroom made a good NCO.

Enlisted Retirement

In 1885 Congress authorized voluntary retirement for enlisted soldiers. The system allowed a soldier to retire after 30 years of service with three-quarters of his active duty pay and allowances. This remained relatively unchanged until 1945 when enlisted personnel could retire after 20 years of service with half pay.

World War 1

World War I required the training of four million men, one million of which would go overseas. Corporals were the primary trainers during this period, teaching lessons that emphasized weapons and daytime maneuvers.

In 1922 the Army scheduled 1,600 noncommissioned officers for grade reductions. Although this was necessary to reduce the total force and save money, it caused severe hardships for many noncommissioned officers, especially those with families. Also, post-World War I budget reductions and the Great Depression led to irregularities in pay: often the soldier received only half his pay, or half his pay in money and half in consumer goods or food.

The rapid pace and acceptance of technology during the late 1930s caused the Army to create special “technician” ranks in grades 3, 4, & 5 (CPL, SGT & SSG), with chevrons marked with a “T.” This led to an increase in promotions among technical personnel. The technician ranks ended in 1948, but they later reappeared as ‘specialists’ in 1955.

The typical First Sergeant of this period carried his administrative files in his pocket—a black book. The book contained the names of everyone in the company and their professional history (AWOLs, work habits, promotions, etc.). The book passed from first sergeant to first sergeant, staying within the company and providing the unit with a historical document.

World War 2

With the attack on Pearl Harbor in December 1941, the United States found itself in another major war. Mobilization greatly increased the numbers of Army noncommissioned officers. Basic training in World War II focused on hands-on experience instead of the classroom. NCOs conducted all training for soldiers. After basic training, a soldier went to his unit where his individual training continued. The major problem was that the rapid expansion of the Army had led to a proportionate decrease in experienced men in the noncommissioned officer ranks. Making this condition worse was the practice of quickly advancing in rank soldiers who showed potential while combat losses reduced the number of experienced NCOs.

Fighting in the Pacific and Europe required large numbers of men. Millions of men enlisted and America drafted millions more. Still the Army suffered from manpower shortages. In 1942 the Army formally added women to its ranks. By 1945 over 90,000 women had enlisted in the Army. Women served in administrative, technical, motor vehicle, food, supply, communications, mechanical and electrical positions during the war.

Korea

In 1950 an unprepared United States again had to commit large numbers of troops in a war a half a world away. The North Korean attack on South Korea stressed American responsibilities overseas. Containment of communist aggression was the official policy of the United States. This meant that American commitments in Asia, Europe and the Pacific would require a strong and combat-ready professional Army. During the Korean War the NCO emerged more prominently as a battle leader than he had in World War II. The steep hills, ridges, narrow valleys and deep gorges forced many units to advance as squads. Korea was the first war America fought with an integrated Army . Black and white soldiers together fought a common foe.

Vietnam

America’s strategy of containment continued after the Korean War and the Nation set a course to help its ally South Vietnam defeat communist aggression. In 1965 America made a major commitment in ground troops to Vietnam. The Vietnamese Communists fought a long drawn-out war, meant to wear down American forces. Because no clear battle lines existed it was often hard to tell foe from friend. In 1973 a formal cease-fire signed by American and North Vietnamese delegations ended American troop commitments to the area.

Vietnam proved to be a junior leader's war with decentralized control. Much of the burden of combat leadership fell on the NCO. With a need for large numbers of NCOs for combat duty, the Army began the Noncommissioned Officer Candidate Course, with three sites at Fort Benning, Fort Knox and Fort Sill. After a 12-week course, the graduate became an E-5; those in the top five percent became E-6s. An additional 10 weeks of hands-on training followed and then the NCO went to Vietnam. However, senior NCOs had mixed feelings about the program (sometimes called the “shake-and-bake” program). Many of these senior NCOs thought it undermined the prestige of the NCO Corps though few could say they actually knew an unqualified NCO from the course.

The Gulf War

In August 1990 Iraqi military forces invaded and occupied Kuwait. The US immediately condemned Iraq's actions and began building support for a coalition to liberate Kuwait. Iraq's dictator, Saddam Hussein, ignored the demands of over 36 nations to leave Kuwait. In response, coalition forces began deploying to Saudi Arabia. On 12 January 1991 Congress authorized the use of military force to liberate Kuwait. Operation Desert Storm commenced 17 January 1991 as the coalition initiated an air campaign to disable Iraq's infrastructure. After five weeks of air and missile attacks, ground troops, including over 300,000 from the US Army, began their campaign to free Kuwait. On 27 February 1991, coalition forces entered Kuwait City forcing Iraq to concede a cease-fire after only 100 hours of ground combat.

The War on Terrorism

Terrorists of the al-Qaeda network attacked the United States on September 11, 2001, killing nearly 3000 people and destroying the World Trade Center in New York City. The United States, with enormous support from the global community, responded with attacks on the al-Qaeda network and the Taliban-controlled government of Afghanistan that was providing it support. Operation Enduring Freedom with US and allied forces quickly toppled the Taliban regime and severely damaged the al-Qaeda forces in Afghanistan. US Army NCOs and soldiers continue to play a leading role in the war on terrorism and provide security to the Nation.

History of Enlisted Ranks

Information provided by the Institute of Heraldry

http://www.tioh.hqda.pentagon.mil/Awards/order_of_precedence.aspx

Background

"Chevron" is an architectural term denoting the rafters of a roof meeting an angle at the upper apex. The chevron in heraldry was employed as a badge of honor to mark the main supporters of the head of the clan or "top of the house" and it came to be used in various forms as an emblem of rank for knights and men-at-arms in feudal days. One legend is that the chevron was awarded to a knight to show he had taken part in capturing a castle, town, or other building, of which the chevron resembled the roofs. It is believed from this resulted its use as an insignia of grade by the military.

The lozenge or diamond used to indicate first sergeant is a mark of distinction and was used in heraldry to indicate achievement.

Method of Wearing

Chevrons were sewn on the sleeves of uniforms with the point down from approximately 1820 to 1903. They were worn with the points both up and down between 1903 and 1905 after the first reversal from "down" to "up" was authorized on 1 May 1903 in Army Regulation No. 622. This confusion period, from 1903 to 1905, was the result of the color change in the chevrons provided for in the regulation which also directed a standard color for each branch, corps, or organization and replaced the gold-colored chevrons. Because of the number of gold insignia available, troops were permitted to wear the old-type chevron until the supply became exhausted.

To assure uniformity in both color and position of the new colored chevrons, War Department Circular 61, dated 30 November 1905, stated that the points of the chevrons would be worn points upward. It also provided for the following colors as had been directed in Army Regulation No. 622, dated 1 May 1903. The colors were: Artillery-scarlet; Cavalry-yellow; Engineers-scarlet piped with orange; Hospital Corps-maroon piped with white; Infantry-light blue; Ordnance-black piped with scarlet; Post QM Sergeant-buff; Signal Corps-orange piped with white; West Point Band-light blue; and West Point Detachment-buff.

As early as 1820, chevrons were worn with the point down, although there was not an official direction of this to appear in regulations until 1821 when chevrons were authorized for both officers and enlisted men. Circular No. 65, 1821, stated that "Chevrons will designate rank (both of officers through the rank of captain and enlisted men) as follows: Captains, one on each arm, above the elbow, and subalterns, on each arm below the elbow. They will be of gold or silver lace, half an inch wide, conforming in colour to the button of their regiment or corps. The angles of the chevron to point upwards.

Adjutants will be designated by an arc of gold or silver fringe, (according to the colour of their trimmings), connecting the extreme points formed by the ends of the chevron. Sergeant Majors and Quartermaster Sergeants will wear one chevron of worsted braid on each arm, above the elbow. Sergeants and senior musicians, one on each arm, below the elbow, and corporals, one on the right arm, above the elbow. They will conform in colour to the button of their regiment or corps." Before this time, an officer's rank was indicated by epaulettes worn on the shoulder. This regulation also indicated the first use of the arc as part of the chevron.

Chevrons continued to be worn points downward during the 1800's. AGO Order No. 10, dated 9 February 1833, stated "Chevrons will be worn with the point toward the cuff of the sleeves." Article 1577 of the revised United States Regulations of 1861 stated "The rank of non-commissioned Officers will be marked by chevrons upon both sleeves of the uniform coat and overcoat, above the elbow, of silk worsted binding on-half inch wide, to be the same color as the edgings of the coat, point down."

Titles of Grade

1775. A general order was issued from Headquarters at Cambridge that "Sergeants may be distinguished by an Epaulette or stripe of red cloth, sewed upon the right shoulder; the Corporals by one of green." The organizational charts indicated the enlisted personnel consisted mainly of sergeants, corporals, musicians, and privates.

1776. By early 1776 an approximately standard Continental Infantry Regiment had emerged consisting of a headquarters and eight companies, each company with four sergeants, four corporals, two drummers or fifers and 76 privates. According to the Journals of the Continental Congress, later in that year all battalions were given a non-commissioned headquarters element consisting of a sergeant-major, a quartermaster sergeant, a drum major and a fife major, all to be appointed by the regimental commander. This is the first mention of the rank of sergeant-major.

1792. During this year the military service was expanded to include sergeants-major, quartermaster sergeants, senior musicians, sergeants, corporals, farriers, artificers, saddlers, musicians, trumpeters, dragoons and privates.

1796. Senior musicians disappeared, but principal musicians apparently took their place; farriers and saddlers titles were united; sappers and miners appeared; and trumpeters disappeared.

1799. Principal musicians were succeeded by chief musicians; sappers and miners disappeared; and the titles artificers, saddlers and blacksmiths were combined.

1800. Principal musicians again appeared while chief musician disappeared and the designations of farriers and saddlers, sappers and miners, and a separate title of artificers, were authorized.

1802. Enlisted men were designated sergeants-major, teachers of music, sergeants, corporals, musicians, artificers and privates.

1808. Sergeant-majors, quartermaster sergeants, principal musicians, sergeants, corporals, musicians, artificers, saddlers, farriers and privates were the titles of enlisted personnel.

1812. Blacksmiths and drivers of artillery were added to enlisted grade titles.

1815. Designations of enlisted personnel were again simplified to sergeant-major, quartermaster sergeants, principal musicians, sergeants, corporals, musicians, artificers and privates.

1832. During this year the designation "enlisted men for ordnance" appeared.

1833. The designations of chief bugler, bugler, farrier and blacksmith were additional titles during the year.

1838. The title "enlisted men for ordnance" was changed to "enlisted men of ordnance".

1847. The title of principal or chief musician, principal teamster and teamster were added to the list.

1855. The title of ordnance sergeants came into being.

1861. During the Civil War, many new designations came into being. The following is a complete list of designations: sergeant majors; quartermaster sergeants; commissary sergeants; leaders of bands; principal or chief musicians; chief buglers; medical cadets; ordnance sergeants; hospital stewards; regimental hospital stewards; battalion sergeant majors; battalion quartermaster sergeants; battalion hospital stewards; battalion saddler sergeants; battalion commissary sergeants; battalion veterinary sergeants; first sergeants; company quartermaster sergeants; sergeants; corporals; buglers; musicians; farriers and blacksmiths; artificers; saddlers; master wagoners; wagoners; privates; enlisted men of ordnance.

1866. The following titles disappeared: leaders of bands; battalion hospital stewards; chief buglers; medical cadets; battalion commissary sergeants; battalion saddler sergeants, battalion veterinary sergeants; buglers; and enlisted men of ordnance. The following new titles were established: saddler sergeants; trumpeters, chief trumpeters; privates (first class); and privates (second class).

1869. The title chief musician again appeared and a first sergeant in the corps of engineers was established.

1889. Post quartermaster sergeants, private hospital corps, general service clerks and general service messengers were established.

1899. Electrician sergeants, sergeants first class, drum majors, stable sergeants, mechanics and cooks were established.

1901. The title post commissary sergeant, regimental commissary sergeant, and color sergeant were established.

1905-1919. The designs and titles varied by branch and there were 45 different insignia descriptions

in specification 760, dated 31 May 1905, with different colors for different branches. General Order No. 169 dated 14 August 1907 created a wide variety of insignia. Specific pay grades were not yet in use by the Army and their pay rate was based on title. The pay scale approved in 1908 ranged from \$13 for a private in the engineers to \$75 for a Master Signal Electrician. The system identified the job assignment of the individual, e.g., cooks, mechanics, etc. By the end of World War I, there were 128 different insignia designs in the supply system.

1919. Prior to 1919, the insignia of private first class consisted of the insignia of the branch of service without any arcs or chevrons. The Secretary of War approved "an arc of one bar" for privates first class on 22 July 1919.

1920. The number of insignia was reduced to seven and six pay grades were established. War Department Circular No. 303, dated 5 August 1920, stated the chevrons would be worn on the left sleeve, point up, and to be made of olive drab material on a background of dark blue. The designs and titles were as follows:

Master Sergeant (First Grade)

Three chevrons, and an arc of three bars, the upper bar of arc forming a tie to the lower chevron.

Technical Sergeant (Second Grade)

Three chevrons, and an arc of two bars, the upper bar of arc forming a tie to the lower chevron.

First Sergeant (Second Grade)

Three chevrons, and an arc of two bars, the upper bar of arc forming a tie to the lower chevron. In the angle between lower chevron and upper bar a lozenge.

Staff Sergeant (Third Grade)

Three chevrons and an arc of one bar, forming a tie to the lower chevron.

Sergeant (Fourth Grade)

Three chevrons.

Corporal (Fifth Grade)

Two chevrons.

Privates First Class (Sixth Grade)

One chevron.

1942. The grades of Technician in the third, fourth and fifth grades were added by War Department Circular No. 5, dated 8 January 1942. Change 1 to AR 600-35, dated 4 September 1942, added a letter "T" to the formerly prescribed chevrons for grades three, four and five.

The first sergeant was moved from the second grade to the first grade per Change 3, AR 600-35, dated 22 September 1942. This change described the first sergeant's chevron as - - Three chevrons and arc of three bars, the upper bar of arc forming a tie to the lower chevron.

In the angel between lower chevrons and upper bar, a hollow lozenge. This change also included the material as khaki chevrons, arcs, T, and lozenge on dark blue cotton background or olive-drab wool chevrons, arcs, T, and lozenge on dark blue wool backgrounds.



Master Sergeant
Grade 1



First Sergeant
Grade 1



Technical Sergeant
Grade 2



Staff Sergeant
Grade 3



Sergeant
Grade 4



Tech 4th Class
Grade 4



Corporal
Grade 5



Tech 5th Class
Grade 5

1948. Changes made by Department of the Army Circular No. 202, dated 7 July 1948, discontinued the Sergeant 4th grade and recruit was added as the 7th grade effective 1 August 1948. The new insignia was smaller (2 inches wide) and the colors changed. Combat insignia worn by combat personnel were gold color background with dark blue chevrons, arc and lozenge. Insignia worn by noncombat personnel were dark blue with gold color chevrons, arcs, and lozenge. The circular also deleted the Technicians effective 1 August 1948.

1951. The size of the chevrons was changed from 2 inches wide to 3 1/8 inches wide for male personnel per War Department Circular No. 9, dated 5 February 1951. The pay grades were reversed with Master Sergeant changing from pay grade 1 to pay grade E7. The insignia continued to remain two inches wide for female personnel. The insignia was authorized to be manufactured in one color: a dark blue background with olive-drab chevrons, arc, and lozenge.

1955. Army Regulation 615-15, dated 2 July 1954, announced a new grade structure effective 1 March 1955. The new titles were:

E7 Master Sergeant (First Sgt was an occupational title) and Master Specialist

E6 Sergeant 1st Class; Specialist 1st Class

E5 Sergeant; Specialist 2d Class

E4 Corporal; Specialist 3d Class

E3 Private First Class

E2 Private E2

E1 Private E1

War Department Circular No. 670-3, dated 12 October 1955, stated the effective date for the above change was 1 July 1955. New descriptions contained in AR 670-5, dated 20 September 1956, changed the color of the background to Army Green (the color of the new uniform) or Army Blue with the chevron, arc, lozenge and eagle to be gold. There were no changes in the design for NCO and privates; however, the design for specialists was an embroidered eagle device on a 2 inch wide background arched at the top and shaped like an inverted chevron on the bottom with embroidered arcs as follows:

Master Specialist (E7). Three arcs above the eagle device.

Specialist First Class (E-6). Two arcs above the eagle device.

Specialist Second Class (E-5). One arc above the eagle device.

Specialist Third Class (E-4). Eagle device only.

1958. Grades E8 and E9 were added and restructuring of titles changed and was announced in DA Message 344303, June 1958. The specialist insignia was also enlarged for male personnel. The insignia remained the same size for female personnel. The new regulation, AR 670-1, dated 28 September 1959, described the insignia as follows:

Sergeant Major E9. Three chevrons above three arcs with a five pointed star between the chevrons and arcs.

Specialist Nine E9. Three arcs above the eagle device and two chevrons below.

First Sergeant E8. Three chevrons above three arcs with a lozenge between the chevrons and arcs.

Master Sergeant E8. Three chevrons above three arcs.

Specialist Eight E8. Three arcs above the eagle device and one chevron below.

Platoon Sgt or Sergeant First Class E7. Three chevrons above two arcs.

Specialist Seven E7. Three arcs above the eagle device.

Staff Sergeant E6. Three chevrons above one arc.

Specialist Six E6. Two arcs above the eagle device.

Sergeant E5. Three chevrons.

Specialist Five E5. One arc above the eagle device.

Corporal E4. Two chevrons.

Specialist Four E4. Eagle device only.

Private First Class. One chevron.

E-9

SGM SP9



E-8

1SG MSG SP8



E-7

SFC SP7



E-6

SSG SP6



E-5

SGT SP5



E-4

CPL SP4



E-3

PFC



Specialists were authorized to continue to wear the smaller insignia. The chevrons formerly authorized for E5, E6 and E7 were authorized for continued wear until the individual was promoted or demoted. They also continued to use the previous title.

1965. The Specialist Eight and Specialist Nine grades were discontinued.

1967. Subdued black metal insignia was authorized for wear on the collar of the work uniforms by DA Message 292128Z, December 1967.

1968. A new insignia was authorized by DA Message 865848, 28 May 1968, for Sergeants Majors assigned at the principal NCO of battalion and higher. This insignia was the same as the Sergeant Major insignia except the star was small and a wreath was placed around the star.



1968. The insignia consisting of a single chevron, which was previously authorized for private first class, was authorized for Privates E2. A new insignia was authorized for Private First Class, which consisted of one chevron above one arc per DA Message 868848, 28 May 1968.

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1975. Bright shiny brass metal insignia was authorized for wear on the overcoat, raincoat, and windbreaker per DA Message 212019, February 1975.

1978. Specialist Seven was discontinued.

1979. In 1979 an insignia of grade was authorized for the Sergeant Major of the Army. The insignia had three chevrons above three arcs with two stars centered between the bottom chevron and the upper arc.



1981. The Chief of Staff approved a recommendation for shoulder marks for enlisted personnel in the grade of corporal and higher. The shoulder marks were a yellow embroidered device on a black base cloth for wear on the green shirts and black sweaters. Privates and Privates First Class continued to wear the bright metal insignia on the green shirts.

1985. The grades specialist five and specialist six were discontinued effective 1 October 1985.

1994. The insignia for Sergeant Major of the Army was changed to add the Coat of Arms of the United States between the two stars in the center of the insignia. The pin-on insignia is polished gold-plated with a black enamel background.



1996. The designation of male and female insignia was discontinued and the new designations were large and small. The large size insignia were the same as the previously designated male insignia and were 3 1/8 inches wide. The small size insignia was 2 5/8 inches wide.

-Miscellaneous History-

The History of the NCO Creed

The Creed has existed in different versions for a number of years. Long into their careers, sergeants remember reciting the NCO Creed during their induction into the NCO Corps. Nearly every NCO's office or home has a copy hanging on a wall. Some have intricate etchings in metal on a wooden plaque, or printed in fine calligraphy. But a quick glance at any copy of the NCO Creed and you will see no author's name at the bottom. The origin of the NCO Creed is a story of its own.



In 1973, the Army (and the noncommissioned officer corps) was in turmoil. Of the post-Vietnam developments in American military policy, the most influential in shaping the Army was the advent of the Modern Volunteer Army. With the inception of the Noncommissioned Officer Candidate Course, many young sergeants were not the skilled trainers of the past and were only trained to perform a specific job; squad leaders in Vietnam. The noncommissioned officer system was under development and the army was rewriting its Field Manual 22-100, Leadership, to set a road map for leaders to follow. Of those working on the challenges at hand, one of the only NCO-pure instructional departments at the U.S Army Infantry School (USAIS) at Fort Benning, Georgia, GA was the NCO Subcommittee of the Command and Leadership Committee in the Leadership Department. Besides training soldiers at the Noncommissioned Officers Academy, these NCOs also developed instructional material and worked as part of the team developing model leadership programs of instruction. During one brainstorming session, SFC Earle Brigham recalls writing three letters on a plain white sheet of paper... N-C-O. From those three letters they began to build the NCO Creed. The idea behind developing a creed was to give noncommissioned officers a “yardstick by which to measure themselves.” When it was ultimately approved, the NCO Creed was printed on the inside cover of the special texts issued to students attending the NCO courses at Fort Benning, beginning in 1974. Though the NCO Creed was submitted higher for approval and distribution Army-wide, it was not formalized by an official army publication until 11 years later. Though it has been rewritten in different ways, the NCO Creed still begins its paragraphs with those three letters: N-C-O. It continues to guide and reinforce the values of each new generation of noncommissioned officers.³

Challenge Coins

Many readers may not even know what a “challenge coin” is, or how they are used within the modern-day military ranks, but their use is highly prevalent in many arenas. Members of the US Armed Forces have a long-standing tradition of carrying such coins that symbolize unit identity and brotherhood. Each piece usually bears unique unit symbols or mottos that identify the group in which they represent, and are often traded, presented, and collected between unit members. Challenge coins capture the very essence of military affiliation and instill pride to those that carry them.

Depending on who you ask, the “challenge coin” has historical roots dating back from fifty to nearly one-hundred years. The most documented and familiar story about these coins comes from an American fighter pilot who was shot down during World War I and forced to land in hostile German territory. The pilot was subsequently captured and temporarily held in a detention facility that was later attacked by British Forces.

This attack afforded the American an opportunity to later escape.

At some point after his escape, and without many of his personal belongings with him, the American was confronted by French soldiers who detained him. He was presumed to be a German at the time, which led the French to nearly take his life. The American plead with the French Officer that he was indeed an ally, and presented a challenge coin he had received from his Lieutenant some time before being deployed. The coin was struck with the American’s Unit insignia and other identifying marks.

The French Officer immediately recognized the insignia on the coin and postponed any plans to take the American’s life until his identity was validated. Later, the pilot was released, and the legend has it that the challenge coin presented to his would-be French executioner saved his life.

Today, the popularity of the challenge coin has evolved into more than just a mark of representation for military personnel. They are actively traded among active-duty, retired, and civilian personnel within government agencies. It has also become customary to present a challenge coin to dignitaries and special guests to certain locations as a sign of “welcome” and respect. Presidents William Clinton, George W. Bush and Barack Obama have minted challenge coins to present to White House guests and diplomats of foreign countries. The tradition has expanded to other countries as well, to include Canada, the United Kingdom, and Australia.

Over the years, military coins have evolved from seemingly simple designs to more complex and colorful varieties. This can mainly be attributed to the advances in manufacturing techniques that have been perfected over the years. One of the earliest challenge coins known to exist was a simple, die struck brass coin with a faint emblem and barely discernible text. Modern coins are manufactured in a fashion that allows each to display 3-dimensional images that rival the detail found on actual currency. Virtually every element of a custom coin now can be tailored to suit individual preferences. Some of the more popular features of challenge coins made in the last ten years include numbering, specialty edging, and photographic inserts, which allow and actual picture to be affixed to one or both sides of a coin.

Throughout the career of an armed services member, he or she will have the potential to encounter and receive a substantial number of challenge coins. For example, the United States Air Force holds a coin ceremony for its cadets upon graduation, and for many Airmen, this is the first of many they will hold dear during their service term.

Major news agencies have recently covered the presentation of challenge coins by high ranking officials to war heroes upon their return from duty in Iraq and Afghanistan. Such media awareness has helped to create an increasing popularity of these coins in venues beyond the military as well. Law Enforcement and Firefighter organizations have followed suit by distributing challenge coins to their staff for recognition and achievement purposes. Many have recognized that a small, personalized token can build unity among a team, which also promotes morale along the way.

There is no doubt that challenge coins have a significant and deep-seeded role within many military organizations, both here in the United States and abroad. It has been said that only those who have served and received a coin for certain accomplishments will truly appreciate their meaning, but along the way it is clear that this closely held tradition has evolved and expanded outside the military.

Dog Tags

The dog tags had its origins during the First World War. The first dog tags were chained bracelets similar to those worn by French troops in the trenches. The oval disc, surmounted on both ends by chain links, were usually marked with the individuals' name, rank, regiment, and branch of service. There is a multitude of variants and styles, especially those for officers. Majority of the bracelets were engraved.

Square aluminum I.D. tags were authorized for each man on 13 August 1917. These would contain the same format of the bracelets, however, with an addition of a soldier's identification number. On 15 February 1918 two I.D. tags were authorized (usually one square and one round stamped with the name, rank, serial number, and unit). On 10 June 1918, two circular aluminum tags (approximately the size of an U.S. half dollar) were authorized. Officer's tags to have name, rank, regiment, corps, or department, and "U.S.A.", and serial number, older tags were to be altered by removing unit designation, etc. After 26 July 1918, all tags could be stamped with letter indicating religion, i.e. "C", "H", or "P". The information on the tags was hand stamped with tool dies. Both the square and round identification tags were suspended from olive drab cord or cloth tape.

In 1940, the Army introduced a "notched" rounded-end rectangular tag and is hereby referred as the M1940 identification Tag. The new stainless steel tags were embossed with letters and numbers from a manual or electric machine that resembled an oversized typewriter.

The notch on one end, according to Robert Fisch (Curator, West Point Military Museum), was used for wedging into the top front teeth to hold the mouth open when dead. This allowed any gasses to escape from the mouth and stopped the body from bloating after death. This practice was controversial in that some people said that the notch was used for aligning the tag to the machine for typing in the information. The purpose of the small length of chain was to separate the tags and stop them from rattling together. It would also be detached from the main chain and used for body identification, e.g., attached to the feet and left exposed when body was covered, or nailed to a temporary grave sign or board.



During World War Two both the United States Navy and Marine Corps used a circular dog tag with similar stampings to the Army tags, giving name and number, religion and tetanus injection, but stamped either "USN" or "USMC". Reservists had their tags marked "USNR" or "USMCR".

By 1959, all branches of the armed forces adopted the rectangular tags that are still in use to this day. This tag is virtually the same as the M1940 Identification Tag, however, without the famous "notch".

During the Vietnam War a subdued version was issued to Special Operation Groups operating behind enemy lines. The subdued versions could have been a reflection from the 15 January 1967 United States Army, Vietnam (USARV) regulations to blacken all insignia when in the field. Black rubber silencers were also introduced and therefore replaced the old World War Two white hard rubber or plastic silencers. During Desert Storm (1990-91), there were numerous photographs of servicemen from all branches wearing their dog tags with the black rubber silencers. In Afghanistan (2001) and in the Iraq War (2003) it could be seen perfectly in the TV images to the US soldiers carrying their dog tags with the black rubber silencers.

1840 NCO Sword history



The Model 1840 Noncommissioned Officers' Sword was based on a German version of the infantry sword used by British troops during the Napoleonic Wars. The sword had a 31-inch blade, a cast brass hilt resembling the more expensive wire-wrapped leather grips, and a leather scabbard rather than the steel used by cavalry troopers and officers. It was carried by sergeants during the Mexican–American War, and the American Civil War it was worn either on a white or black baldric or with an Enfield bayonet frog. A shorter version with a 26-inch blade was carried by musicians, this was called the Model 1840 musician's sword. NCOs of shorter stature and cadets also carried this variant. Other ranks allowed to carry it included Sergeant-major, Quartermaster, Ordnance Sgt, Hospital

Steward, Corporal (as an optional item) and Pioneer. Many were very badly made with a blunt edge but still effective in combat, the primary contractor seems to have been the Ames Manufacturing Company, it could be used like an iron club to break bones. It was the main weapon of standard bearers (along with the Colt Army Model 1860 and Colt 1851 Navy Revolver) and hospital stewards, as well as a secondary weapon for infantry NCOs. The sword was also used by the Confederates who captured many after seizing state arsenals. The M1840 has had a long service life, seeing frontline service from the Mexican War until the Spanish-American War. In 1868 the Ordnance Board recommended that no more leather sword, or bayonet scabbards be purchased. So after the leather ones were used up, a black Japanned steel scabbard was substituted, along with a new pattern leather frog. It remained in service as a ceremonial weapon until General Order No. 77 dated August 6, 1875 discontinued its use. A modern version of this sword with steel scabbard is currently permitted for wear by US Army platoon sergeants and first sergeants; in practice it is rarely seen outside the 3rd Infantry Regiment and honor guards. Some Army NCOs have this sword and wear it for social occasions, regardless of duty as a platoon sergeant or first sergeant.

How To Get In Contact With The Army HRC Schools Branch Manager

Military Schools Branch - Position/Duties Phone

BRANCH CHIEF (502)-613-5525
BRANCH SERGEANT MAJOR (502)-613-5524

Operations Section/ Team Ext 983-5916

Position/Duties Phone
OPS CHIEF (502)-613-5517
OPS NCOIC (502)-613-5549
OPS ASST NCOIC (502)-613-5328
OPS ASST/PROMOTION/ETP, WLC
WAIVERS (502)-613-5521
OPS ASST/AVR, ASI/SQI, PME, RESET (502)-613-5516
OPS ASST/AVR RESET (502)-613-5519

ALC & SLC Managers Team Ext 983-5919

Position/Duties Phone
CHIEF NCOES (502)-613-5573
ALC-CC (502)-613-5532
MTTS, SSD (502)-613-5424
ALC COMMON CORE (502)-613-5547
CMF MOS 25, 46,74 (502)-613-5531
CMF MOS 11/19 SLC, 19 ALC (502)-613-5533
CMF MOS 35, 42 (502)-613-5543
CMF MOS 51, 92 (502)-613-5541
CMF MOS 11B, 11C, ALC, 12,18, 37, 38 (502)-613-5535
CMF MOS 68 (502)-613-5540
CMF MOS 91, 94 (502)-613-5536
CMF MOS 13, 14, 29, 79 (502)-613-5520
CMF MOS 15, 89 (502)-613-5577
CMF MOS 27, 31, 36, 88 502-613-5537

ASI/SQI/Functional Courses/ Team Ext 983-5918

Position/Duties Phone
CHIEF, FUNCTIONAL TRAINING SECTION (502)-613-5413
TRAP, CMF REVIEWS (502)-613-5572
ABN, ADA, AR, IN, RNG, SF, SGM (502)-613-5534
AG, AV, CM, LOGISTICS, OD, SIG (502)-613-5569
AIR FORCE-DLI, BSNCO (502)-613-5546
EN, FA, QM, DINFOS, JAG, TC (502)-613-5538
AIR FORCE, NAVY, AV(301A) HS, MI, MP,89D (502)-613-5570

Sergeant Majors Course

Position/Duties Phone
USASMA - ACTIVE ARMY (502)-613-5526
USASMA - RESERVES (502)-613-5528

AGR/IRR/IMA/ Team Ext 983-5925

Position/Duties Phone
CHIEF, RESERVES SCHOOLS (502)-613-5581
NCOIC (502)-613-5463
NCO (502)-613-5574
79R, V, ALL WLC (502)-613-5578

IRR/IMA/RECLASS/ASI/SQI (502)-613-5579
11, 12, 13, 15, 19, 92, 94 (502)-613-5575
31, 35, 36, 37, 38, 68, 88, 89,91 (502)-613-5267
09L, 09B, 25, 27, 42, 46, 56,74 (502)-613-5522

*Information provided by NCOsupport

Helpful Websites

GENERAL

Army Knowledge Online – <http://www.us.army.mil>
Army Homepage – <http://www.army.mil>
Army National Guard Homepage – <http://www.arng.army.mil/>
Army Reserve Homepage – <http://www.army.mil/usar>
Reimer Digital Library – <http://www.adtdl.army.mil/atdls.htm>
US Army Publishing Agency – <http://www.usapa.army.mil>
<http://www.dtic.mil/armylink/graphics/values.html>
<http://www.army.mil/vision/default.htm>
<http://www.lewis.army.mil/transformation/index.html>
<http://www.erec.army.mil/wwl/default.htm>
<http://www.tioh.hqda.pentagon.mil/Federal/federal.aspx>

LEADERSHIP

<http://usasma.bliss.army.mil>
<http://www.leadership.army.mil>
<http://www.counseling.army.mil>
<http://www-cgsc.army.mil/cal/index.htm>

ASSISTANCE

Army Career and Alumni Program – <http://www.acap.army.mil/>
Army Emergency Relief – <http://www.aerhq.org> Education – <http://www.armyeducation.army.mil/>
Delta Dental – <http://www.deltadental.com/> GI Bill – <http://www.gibill.va.gov>
Mobilization – [http://www.defenselink.mil/ra/mobil/Morale, Welfare and Recreation](http://www.defenselink.mil/ra/mobil/Morale,WelfareandRecreation) –
<http://www.armymwr.com/> Tricare – <http://www.tricare.osd.mil/>

PERSONNEL

Assignments – [https://www.perscomonline.army.mil/Career Management](https://www.perscomonline.army.mil/CareerManagement) –
<https://www.perscomonline.army.mil/enlist/enlist.htm> Department of Veterans Affairs –
[http://www.va.gov/Military Records](http://www.va.gov/MilitaryRecords) – <https://etransserv.erec.army.mil/NCOER> –
<https://www.perscomonline.army.mil/select/ncoer.htm> Pay Chart –
<http://www.dfas.mil/money/milpay/pay/bp-1.htm> Pay Issues –
<https://emss.dfas.mil/emss.htm> Promotions – <https://www.perscomonline.army.mil/select/enlisted.htm>
Retirement Services – <http://www.odcsper.army.mil/Directorates/retire/retire1.asp>

TRAINING

NCO Academies – <https://www.perscom.army.mil/epncoes/ncoalink.htm> Battle Command Training
Program – <http://bctp.leavenworth.army.mil/> Combat Maneuver Training Center –
<http://www.cmtc.7atc.army.mil/> Joint Readiness Training Center – <http://www.jrtc-polk.army.mil/>
National Training Center – <http://www.irwin.army.mil/>
Center for Army Lessons Learned – <http://call.army.mil>

HISTORY

Army Center for Military History – <http://www.army.mil/cmh-pg> Military History Institute – <http://carlisle-www.army.mil/usamhi/> NCO Museum – <http://usasma.bliss.army.mil/museum/>

NEWS

Army News – <http://www.dtic.mil/armylink> Army
Newswatch – <http://www.army.mil/newswatch.htm>
Soldiers Radio and TV – <http://www.army.mil/videos/>
Defense News – <http://www.defenselink.mil>
Early Bird News – <http://ebird.dtic.mil>
NCO Journal – <http://usasma.bliss.army.mil/Journal/>

UNIT SITES

US Army Training and Doctrine Command – <http://www.tradoc.army.mil/> US Army Forces
Command – <http://www.forscom.army.mil/> US Army Pacific Command –
<http://www.usarpac.army.mil/> US Army Southern Command – <http://www.usarso.army.mil/>
US Army, Europe – <http://www.hqusareur.army.mil/> Eighth US Army –
<http://www.korea.army.mil/eusa/default.htm> US Army Forces Central Command –
<http://www.arcent.army.mil/> US Army Medical Command (MEDCOM) –
<http://www.armymedicine.army.mil/armymed> US Army Corps of Engineers –
<http://www.usace.army.mil/> Military Traffic Management Command – <http://www.mtmc.army.mil/> I
Corps – <http://www.lewis.army.mil/> III Corps – <http://pao.hood.army.mil/> V Corps –
<http://www.hq.c5.army.mil/> XVIII Airborne Corps – <http://www.bragg.army.mil/18abn/default.htm>

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